

**ANNUAL  
REPORT**

**20  
20  
21**



PARLIAMENT OF AUSTRALIA

DEPARTMENT OF PARLIAMENTARY SERVICES





With the exception of the Commonwealth Coat of Arms and where otherwise noted, all material presented in this document is provided under a Creative Commons Attribution 3.0 Australia licence. (<http://creativecommons.org/licences/by/3.0/au>).

The details of the relevant licence condition are available on the Creative Commons website (accessible using the links provided) as is the full legal code for the CC BY 3.0 AU licence. (<http://creativecommons.org/licences/by/3.0/au/legalcode>).

Images provided by Auspic

The document must be attributed as the *Department of Parliamentary Services Annual Report 2020–21*.

**Aids to access details current report period (2020–21)**

Annual report contact officer—Matt O'Brien  
Chief Financial Officer, Department of Parliamentary Services  
Phone: (02) 6277 5332  
[matt.o'brien@aph.gov.au](mailto:matt.o'brien@aph.gov.au)  
[www.aph.gov.au/dps](http://www.aph.gov.au/dps)

A PDF version of this annual report is available on the Australian Parliament House website at [www.aph.gov.au/dps](http://www.aph.gov.au/dps)

ISSN 1832–0848



PARLIAMENT OF AUSTRALIA  
DEPARTMENT OF PARLIAMENTARY SERVICES

**Letter of Transmittal from Secretary**

The Hon Tony Smith MP  
Speaker of the House of Representatives  
Parliament House  
CANBERRA ACT 2600

Senator the Hon Scott Ryan  
President of the Senate  
Parliament House  
CANBERRA ACT 2600

Dear Mr Speaker and Mr President

**Department of Parliamentary Services Annual Report 2020–21**

I am pleased to present the Department of Parliamentary Services Annual Report 2020–21 in accordance with section 65 of the *Parliamentary Service Act 1999* and section 46 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The report includes the annual report of the Parliamentary Librarian as required by subsection 65(3) of the *Parliamentary Service Act 1999*.

I am satisfied the annual performance statement is prepared based on properly maintained records in accordance with subsection 39 of the PGPA Act.

As required by the Commonwealth Fraud Control Policy, I am satisfied that the department complies with section 10 of the *Public Governance, Performance and Accountability Rule 2014*.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Rob Stefanic', with a long horizontal line extending to the right.

**Rob Stefanic**

Secretary  
9 September 2021



PARLIAMENT OF AUSTRALIA  
DEPARTMENT OF PARLIAMENTARY SERVICES

### **Letter of Transmittal from Parliamentary Librarian**

The Hon Tony Smith MP  
Speaker of the House of Representatives  
Parliament House  
CANBERRA ACT 2600

Senator the Hon Scott Ryan  
President of the Senate  
Parliament House  
CANBERRA ACT 2600

Dear Mr Speaker and Mr President

### **Parliamentary Library Annual Report 2020–21**

In accordance with subsection 65(3) of the *Parliamentary Service Act 1999*, I am pleased to submit the Parliamentary Librarian's annual report for the year ending 30 June 2021.

That provision requires the report to be presented to the Presiding Officers after the end of each financial year, and to be included in the report on the activities of the Department of Parliamentary Services under subsection 65(1)(c) of the *Parliamentary Service Act 1999*.

Section 38H of the *Parliamentary Service Act 1999* requires that the Parliamentary Librarian give a report on the performance of the functions of the Parliamentary Library to the Joint Standing Committee on the Parliamentary Library at least once every financial year.

Yours sincerely

**Dr Dianne Heriot**  
Parliamentary Librarian  
9 September 2021

# CONTENTS

Letter of Transmittal from Secretary	i
Letter of Transmittal from Parliamentary Librarian	ii
<b>PART 1. SECRETARY'S REVIEW</b>	<b>1</b>
2020–21 in review	2
<b>PART 2. OVERVIEW</b>	<b>7</b>
Our purpose	8
Strategic themes	8
Our role and functions	8
Outcome and programs	9
Department structure	10
Senior executives as at 30 June 2021	13
<b>PART 3. PERFORMANCE</b>	<b>17</b>
Activities and achievements	18
Annual performance statements	30
<b>PART 4. PARLIAMENTARY LIBRARY</b>	<b>55</b>
Parliamentary Librarian's review	56
The Library on a page	59
Overview	60
Summary of financial performance	64
Achievements 2020–21	67
Workforce issues	81
Performance report	84
Financial report	98

---

<b>PART 5. GOVERNANCE</b>	101
Introduction	102
Our governance structure	102
External scrutiny	118
Our people	120
Asset management	136
Purchasing	136
Consultants	137
Australian National Audit Office Access Clauses	139
Exempt contracts	139
Procurement initiatives to support small business	139
Child Safe Framework	140
Commitment to Indigenous artists' rights	140
<b>PART 6. FINANCIAL STATEMENTS</b>	143
Independent Auditor's report	144
Statement by the Secretary and the Chief Financial Officer	147
Statement of comprehensive income	149
Statement of financial position	150
Statement of changes in equity	151
Statement of cash flows	152
Administered schedule of comprehensive income	153
Administered schedule of assets and liabilities	154
Administered reconciliation schedule	155
Administered cash flow statement	156
Overview	157
Budget variance commentary	159
Notes	161

---

<b>PART 7. APPENDICES</b>	179
Appendix A: Financial summary	180
Appendix B: Workforce statistics	184
Appendix C: Environmental management	205
Appendix D: Advertising and market research	209
Appendix E: Correction of material errors in previous annual report	210
<b>PART 8. REFERENCE MATERIAL</b>	213
Acronyms and abbreviations	214
Glossary	217
List of figures	221
List of tables	222
List of requirements	225
Alphabetical index	234





# SECRETARY'S REVIEW

---

1

2020–21 in review

---

2

---

## 2020–21 IN REVIEW

I am pleased to present the Department of Parliamentary Services' (DPS) Annual Report for 2020–21.

The reporting period marks five and a half years since I commenced as Secretary of the department. Our people take pride in their work to effectively support the needs of the Australian Parliament and the community. I am proud of our evolution to an organisation with high levels of staff engagement – which has a direct relationship to our high levels of client satisfaction. An ethos of service excellence continues to underpin our transformation journey.

During 2020–21 we commenced the third stage of our organisational reform. This work is embedding our strategic priorities of innovation, quality service delivery and improved corporate culture. Early success of this reform was evident in our capable and agile response to the challenges of the global COVID-19 pandemic.

During this reporting period, dominated by the pandemic, our people successfully responded to significant external and internal challenges to ensure the parliament could safely continue its work. The department's response to the pandemic has demonstrated the capacity to pivot quickly to unforeseen challenges, changing priorities and new ways of service delivery.

We upgraded our digital network infrastructure and adapted our services to enable remote participation in parliamentary proceedings and uplift the ability for our network users to work remotely from home or office. Our people worked around the clock to rapidly develop and implement reliable and secure video participation technology to enable the regular business of Parliament to continue uninterrupted.



Recipients of the 2020 Secretary's Awards were recognised for their outstanding contribution to the department and their commitment to DPS values.

---

We continued to enhance our cyber security capabilities to protect the parliamentary network against increasingly sophisticated and significant cyber-attacks. Following one such attack, we brought forward our rollout of upgraded messaging infrastructure by three months, which involved migrating all email data for over 3,000 users. I am grateful to our people who once again worked around the clock to expedite a task which had little room for error. This was a highly disruptive activity to our network users and I am immensely appreciative for their patience and perseverance as evidenced by the comparatively small number of related Service Desk calls. The outcome was ultimately a more secure and improved messaging platform capability.

We not only progressed the ongoing capital works program focussed on refurbishment and replacement of infrastructure reaching end-of-life, but we also leveraged the low occupancy of the building to accelerate capital works projects. Among these was the continued major upgrade to the building's service kitchens to improve efficiency and meet contemporary food safety and work, health and safety requirements. In the Queen's Terrace Café and Staff Dining Room we also reinstated the architects' original design intent while improving service capability and customer experience.

I am committed to instilling the highest standards of respectful behaviour throughout the department and providing effective support to our people when it is needed. A key component of our culture change program has been to address any behaviour that is not consistent with the Parliamentary Service Code of Conduct and Parliamentary Service Values. The success of this strategy can be seen in the results of the 2020 staff survey, which showed:

- 90 per cent of our people have good relationships with their colleagues
- 85 per cent have a positive work relationship with their supervisor
- 75 per cent of staff are completely engaged in their work
- 70 per cent are satisfied with the culture in their work groups

This positive employee feedback reflects a motivated and engaged workforce.

The department was also subject to unprecedented levels of scrutiny through a Senate Finance and Public Administration Committee inquiry into the operation and management of DPS, an Australian National Audit Office performance audit into security works at Parliament House and through routine Senate estimates committee hearings. The department was also the subject of media interest following allegations of a sexual assault in the ministerial wing of Parliament House.

The sexual assault allegation precipitated two reviews examining the culture in parliamentary workplaces – Review of the Parliamentary Workplace: Responding to Serious Incidents (Foster Review) and Independent Review into Commonwealth Parliamentary Workplaces (Jenkins Review). The department has actively engaged with the reviewers to facilitate their work.

---

The Foster Review, which was adopted shortly after the reporting period, produced two recommendations relevant to DPS. The department assisted in the development of these recommendations and has developed a suite of security-related procedural measures to better identify, report and respond to serious incidents – some of which the department has already implemented administratively in consultation with Ms Foster, the Australian Federal Police (AFP) and Department of Finance. Other measures will require parliamentary approval and additional resourcing that is beyond the department's current budgetary capacity.

The department has also participated in the Jenkins Review to provide clarity about the functions and workplace arrangements of the parliamentary service which are distinct and separate from the Australian Public Service, and the Executive Government and the employment arrangements between members of parliament and their staff. While our departmental employment arrangements, workplace policies and cultures under the *Parliamentary Service Act 1999* are very different to those pertaining to staff of parliamentarians and ministers, who are employed under the *Members of Parliament (Staff) Act 1984*, we encouraged all DPS staff to participate in the Jenkins Review where they had an ability to assist.

In September 2020, the Senate referred to the Senate Finance and Public Administration Legislation Committee, an inquiry into the operation and management of the Department of Parliamentary Services. The department took the opportunity to make a submission and provide evidence at its hearings, which highlighted our achievements and significant work undertaken since the 2014-15 inquiry as well as our ongoing commitment to sustain and develop our values driven culture and commitment to service excellence. The committee tabled its report in late June 2021 and made three recommendations which recognise the immense effort and commitment by our people since the committee's last inquiry.

In particular, the committee acknowledged our efforts to improve workplace culture and recommended that the work continue and that the department ensures that all our staff are able to confidently use appropriate avenues to raise concerns about workplace and employment concerns. The committee also noted the department's work in protecting the security of ICT systems and recommended continued improvement in the context of constantly evolving and increasing cyber security landscape. Finally, the committee recommended that DPS continue its work with the AFP to continue improvements to Parliament House security, including the security-related recommendations of the Foster Review. The committee's recommendations are accepted and will be implemented.

In June 2021 the Australian National Audit Office (ANAO) completed its review of the security works at Parliament House. We welcomed the audit as an important accountability mechanism and agreed in principle with the three recommendations. The audit process was also an opportunity to evaluate our processes as part of a program of continuous improvement. Importantly the ANAO did not identify systemic challenges and the outcome provides confidence that the department has the project management capability to deliver complex large scale capital projects worth over \$100 million.

The 2020-21 reporting period has been a busy, challenging and rewarding time for the department. I thank all of our people for their resilience and commitment in these times of uncertainty. I also thank my senior executive team for their support and leadership, and my fellow heads of the parliamentary departments Richard Pye, Claressa Surtees and Stein Helgeby for their collegiality.

Finally, I wish to express my immense gratitude to the Speaker of the House of Representatives, the Hon Tony Smith MP, and the President of the Senate, Senator the Hon Scott Ryan. Both Presiding Officers have announced their intention not to contest the next election. They are staunch defenders of the institution and dignity of parliament and strong advocates for the parliamentary service which enables our parliamentary democracy to operate. I thank them for their support, insight and vigilance during an extremely demanding period as we have navigated the complex challenges posed by the global pandemic. I also pay tribute to their Chiefs of Staff Cate Clunies-Ross and Vincent Sheehy who worked tirelessly to coordinate through countless competing priorities. Their legacy for DPS is illustrated in this and previous annual reports, which outline a considerable body of work that has ensured DPS and Parliament House are well positioned for the future.





# OVERVIEW

---

# 2

Our purpose	8
Strategic themes	8
Our role and functions	8
Outcome and programs	9
Department structure	10
Senior executives as at 30 June 2021	13

---

---

## OUR PURPOSE

The department's purpose is to support the work of the Australian Parliament by providing effective, high-quality and sustainable services to parliamentarians and building occupants. As custodians of Australian Parliament House, we are responsible for delivering a broad range of services and experiences that enable engagement with the parliamentary process.

DPS supports the Australian Parliament and parliamentarians through innovative, unified and client-focused services. We are proud to be custodians of Parliament House, the iconic symbol of Australian parliamentary democracy and a significant destination for Australian and international visitors alike.

## STRATEGIC THEMES

- Respond to the changing needs of the Parliament
- Enhance the Parliament's engagement with the community
- Effective stewardship of Australian Parliament House
- Effective delivery of the Parliament House works program

## OUR ROLE AND FUNCTIONS

The department provides a broad range of services and products to support the functions of the Parliament and the work of parliamentarians. We collaborate with other parliamentary departments and provide or facilitate:

- library and research services
- information and communications technology products and services to the Parliament
- building and grounds management
- audio-visual services and Hansard
- art collection and exhibition services
- furniture and asset management services
- visitor services and The Parliament Shop
- catering and event management
- licensed retail, physiotherapy, banking and childcare services, and
- corporate, administrative and strategic services for DPS.

## OUTCOME AND PROGRAMS

### Outcome 1

Support the functions of Parliament and parliamentarians through the provision of professional services, advice and facilities and maintain Australian Parliament House.

The DPS 2020–21 Portfolio Budget Statements have two programs: Parliamentary Services and Parliament House Works Program.

#### Program 1.1—Parliamentary Services high level activities

*Source:* DPS Portfolio Budget Statements 2020–21, page 10 and 2020–21 Corporate Plan, pages 28, 30 and 32.

Respond to the changing needs of the Parliament

- Ensure technology and infrastructure planning reflects the current and future needs of the Parliament.
- Enhance the flexible and accessible delivery of advice, information and services.
- Maintain services that reflect an evidence-based understanding of the current and evolving needs of our clients.
- Enhance secure access to digital information.
- Continue to build the Parliamentary Library's reputation for high quality and consistent information, analysis and advice.

Enhance the Parliament's engagement with the community

- Enhance digital engagement with parliamentary content.
- Improve the accessibility and quality of services for visitors to Parliament House.
- Support the Parliament's engagement with the community and initiatives to help develop parliamentary democracy in our region.

Effective stewardship of Australian Parliament House

- Effectively manage the assets of Parliament House.
- Embed Management of the Design Integrity Framework to ensure changes maintain or enhance the building and its precincts.
- Develop and implement appropriate strategic and timely proposals for any adaptation of building uses while respecting the design intent for Parliament House.
- Develop and implement building and landscape maintenance programs to effectively maintain Parliament House and the precinct.
- Provide a safe and accessible environment for building occupants and visitors.

## Program 1.2—Parliament House Works Program’s high level activities

Source: DPS Portfolio Budget Statements 2020–21, page 11 and 2020–21 Corporate Plan, page 34.

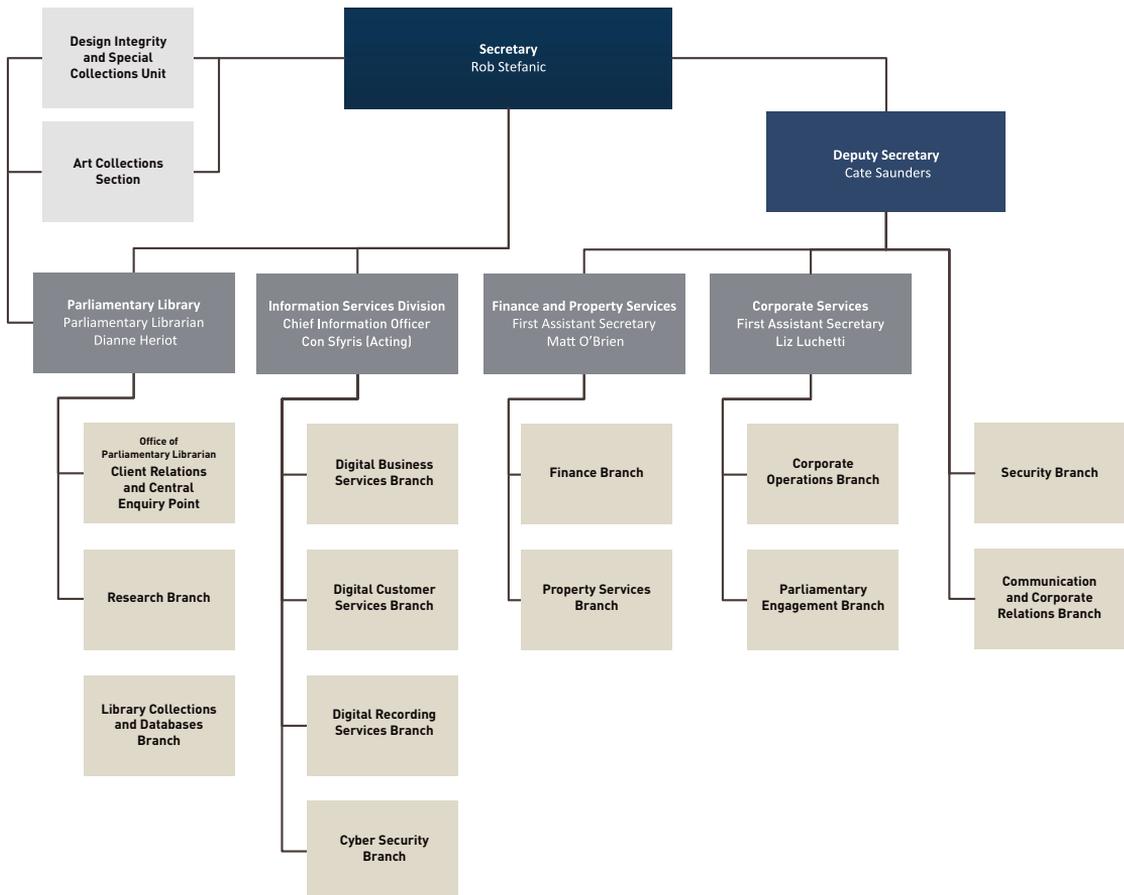
Effective delivery of the Parliament House Works Program

- Effectively manage the Parliament House Capital Works Plan.

A summary of the department’s Financial Performance is at Appendix A.

## DEPARTMENT STRUCTURE

FIGURE 1: DPS Organisational Structure



DPS is established as one of four parliamentary departments supporting the Australian Parliament under the *Parliamentary Service Act 1999* (PS Act). The Parliamentary Service provides professional support, advice and facilities to each house of the Parliament, parliamentary committees and parliamentarians, independently of the Executive Government of the Commonwealth. The department is responsible to both houses of Parliament through the Speaker of the House of Representatives, the Hon Tony Smith MP, and the President of the Senate, Senator the Hon Scott Ryan. The Secretary is the administrative head of the department and the accountable authority. The Parliamentary Librarian (a statutory office holder) reports directly to the Presiding Officers—and to the Joint Standing Committee on the Parliamentary Library—in respect of their statutory functions.

## Office of the Secretary

The Office of the Secretary comprises the Secretary's support staff, the Design Integrity and Special Collections (DISC) Unit and Art Collections Section. Both latter teams are managed by the Parliamentary Librarian on behalf of the Secretary as approved additional duties.

The DISC Unit coordinates consultation matters that have the potential to affect the design intent of Parliament House. It ensures changes maintain or enhance the building and its precincts. The unit has a critical role in consolidating and cataloguing all Parliament House records and resources that are integral to its design and construction. The unit is also responsible for ensuring that photos taken by AUSPIC (the Australian Government Photographic Service), which detail the people and events in Parliament House, are curated and preserved.

The Art Collections Section manages the Parliament House Art Collections. This includes: sourcing acquisitions; allocation and installation throughout Parliament House; conservation and preservation; developing and presenting displays and exhibitions in the public areas; conducting special tours of the Art Collection; and managing the commissioning process for the Historic Memorials Collection.

## Deputy Secretary Group

Two divisions (Finance and Property Services and Corporate Services) and two branches (Security and Communication and Corporate Relations) report directly to the Deputy Secretary:

1. **Security Branch**—provides security services, including daily operational security, building security, parking services, visitor access, security risk management, resilience planning and emergency management for parliamentarians, visitors and all building occupants.
2. **Communication and Corporate Relations Branch**—responsible for internal and external communication and manages media enquiries, Senate Estimates coordination, issues management activities.

---

## Parliamentary Library

The Parliamentary Library provides research and library services to the Parliament. It comprises the Office of the Parliamentary Librarian, Research Branch, and Library Collections and Databases Branch.

The Parliamentary Library's function and structure are explained in the Parliamentary Library chapter.

## Information Services Division

The Information Services Division works with internal and external stakeholders to provide and manage ICT services to enable an instant open, secure, and accessible Parliament.

The division's four branches are:

1. **Digital Business Services Branch**—delivers and operates business applications and capabilities that support effective administration of parliamentary departments, effective running of Parliament and its committees, and engagement with the public through technology.
2. **Digital Customer Services Branch**—provides foundation ICT technology, devices, services, and support required for parliamentary network users.
3. **Digital Recording Services Branch**—records, broadcasts and archives the audio and audio-visual record of chamber and committee proceedings and produces the official written record of parliamentary debates and committee hearings (Hansard).
4. **Cyber Security Branch**—delivers cybersecurity services to predict, protect, detect, and respond to cyberthreats, and delivers user education and awareness.

## Finance and Property Services Division

The Finance and Property Services Division has two branches:

1. **Finance Branch**—provides financial advice and related services to DPS.
2. **Property Services Branch**—provides ongoing maintenance, landscape, building information, furniture, strategic accommodation, office fit-out and strategic asset management services. It also delivers building infrastructure (capital works) projects to ensure the preservation of Parliament House for its aspirational 200-year life span.

## Corporate Services Division

The Corporate Services Division has two branches:

1. **Corporate Operations Branch**—provides human resources, legal, governance, and strategic advice services to DPS.
2. **Parliamentary Engagement Branch**—responsible for delivering visitor, catering and events management services for the parliament, building occupants and the broader community.

## SENIOR EXECUTIVES AS AT 30 JUNE 2021

### Secretary, Rob Stefanic

Rob Stefanic was appointed Secretary of DPS in December 2015. In this capacity, Rob chairs the Parliament of Australia Security Management Board and the Parliamentary ICT Advisory Board. He is Secretary to the Historic Memorials Committee.

In a volunteer capacity, Rob is a Board Director of the Canberra Convention Bureau, Chair of the National Capital Education Tourism Project Stakeholder Council, and member of the Canberra Region Tourism Leaders Forum.

Before joining DPS, Rob was the chief executive of the DPS at the Parliament of NSW and prior to that, served as its chief information officer, overseeing the delivery of ICT, library, archival and Hansard services to the NSW Parliament.

Rob also served in various senior leadership roles within the NSW Department of the Legislative Council, working across corporate, committees, and parliamentary law and procedure functions. Before entering the parliamentary service, he worked in the chartered accounting and legal fields.

Rob has Bachelor degrees in Law (Hons) and Commerce and an Executive Master of Public Administration.



### Deputy Secretary, Cate Saunders

Cate Saunders was appointed Deputy Secretary in February 2020. In this role Cate is the Chief Operating Officer responsible for corporate and finance services, parliamentary engagement and communications.

Cate is also responsible for the provision of security services for Australian Parliament House as well as overseeing the capital works and maintenance programs for the building.

An experienced public servant, Cate commenced her APS career in 2000 and since then has worked across a range of Commonwealth agencies delivering corporate enabling services, primarily in finance and human resources.

She is a fellow of the Institute of Chartered Accountants and a graduate of the Institute of Company Directors.



---

## Parliamentary Librarian, Dr Dianne Heriot

Dr Dianne Heriot was appointed Parliamentary Librarian in May 2012 and was subsequently appointed for a second term in May 2017. Before taking up the position of Parliamentary Librarian, she was Assistant Secretary of the Research Branch of the Parliamentary Library.

Dr Heriot has many years of experience in senior management positions in the Australian Public Service, including in the Attorney-General's Department and the Department of the Prime Minister and Cabinet. She has a Bachelor of Arts (Hons), Master of Arts (Medieval Studies) and a Doctor of Philosophy in literature.



## Acting Chief Information Officer, Con Sfyris

Before acting in the Chief Information Officer (CIO) role, Con Sfyris served as Assistant Secretary of the Digital Customer Services Branch at DPS. He joined the department's Audit Committee as a DPS representative from May 2019 to January 2021, when he was appointed acting CIO.

Con has worked in a variety of ICT and Information Services leadership roles for over 20 years and joined DPS in 2013. He previously worked in state health and public transport sectors with a focus on governance, IT operations and service delivery.

Con holds a Bachelor of Science in computer science.



### **First Assistant Secretary, Finance and Property Services, Matt O'Brien**

Matt O'Brien commenced with DPS in April 2020.

As part of his role, he is the Chief Financial Officer. Matt has a strong background in corporate and financial management spanning 20 years. Before joining DPS he was the Chief Operating Officer at Canberra Girls' Grammar School.

Matt has held senior leadership roles in the education, government and not-for-profit sectors. He previously sat on a number of boards and advisory groups primarily in the not-for-profit sector and is currently a member of the Advisory Council, Finance Sub-Committee and the Building Advisory Committee at Marist College Canberra.

He has qualifications in commerce and industrial relations, is a member of the Australian Institute of Company Directors and is a fellow of CPA Australia.



### **First Assistant Secretary Corporate Services, Liz Luchetti**

Liz Luchetti has 25 years' experience working in both the Public and Parliamentary Service, commencing with DPS in April 2011.

Liz was appointed First Assistant Secretary, Corporate Services Division, in August 2020. Prior to this, Liz was the Assistant Secretary, Library Collections and Databases Branch, a role she held from 2013.

Before joining DPS, Liz worked at the Department of Defence and the National Library of Australia.

Liz holds a Bachelor of Arts in library and information studies, with a major in public administration, and a Masters in Information Leadership. She has qualifications in procurement and contracting and has completed several leadership programs.







# PERFORMANCE

---

# 3

Activities and achievements	18
Annual performance statements	30

---

---

## ACTIVITIES AND ACHIEVEMENTS

In 2020–21 DPS delivered a range of activities to support the work of the Parliament, parliamentarians and the maintenance of Australian Parliament House. The following achievements are tied to the strategic themes and intended results or deliverables articulated in our 2020–21 Corporate Plan.

### Strategic theme 1 – Respond to the changing needs of the Parliament

#### **Intended results: Implement efficient and effective infrastructure, systems and services to respond to the changing needs of the Parliament and our parliamentarians.**

- The transition of systems to a secure cloud platform which has provided enhanced and more secure email accessibility.
- The installation of a new Parliamentary Information Management System (PIMS) business platform to underpin the next generation of Hansard services. This is one of the first major enhancements deployed to the cloud environment that meets the new security accreditation framework. PIMS leverages and builds upon a common code base with the parliaments of New South Wales, Victoria, South Australia, and the Australian Capital Territory. Additional PIMS-enabled services and capabilities will be launched in 2021–22, including live transcript presentation to clients and major workflow improvements for the Hansard team.
- The Parliamentary Audio Visual Services (Broadcasting) team provided and integrated a videoconferencing platform into the existing broadcasting infrastructure in response to the impact of COVID-19 on the conduct of parliamentary proceedings. This solution supported the ongoing work of the Parliament, enabling both chamber proceedings and committee hearings to proceed uninterrupted. To enable seamless participation, parliamentarians who participated remotely from their electoral offices were provided one-on-one training in the new system via videoconference links into the chambers.
- The Microsoft Office 365 and Windows 10 rollout continued in 2020-21 for parliamentarians and the parliamentary departments. Microsoft Office 365 improves mobility, enhances collaboration and provides remote access to information.
- Significant electorate office network upgrade program commenced to improve network and internet speed and reliability. Several electorate offices piloted the upgrades to facilitate a smooth transition to the new service.
- An Enhanced Video Conferencing project commenced to expand secure and reliable videoconferencing facilities across Parliament House, including to most committee rooms. The new facilities are scheduled to go live in 2022.

Hansard transcribed  
3,156 hours of  
committee hearings  
compared with  
1,705 hours in the  
previous year

### **Intended results: Explore, develop and implement innovative technology and systems for the delivery of timely and secure information and services to the Parliament.**

- The Senate Division Recording System was implemented to facilitate the electronic recording of divisions within the chamber.
- All Parliamentary Computer Network users were given access to Microsoft Office 365 applications on a range of devices, including smartphones and tablets.
- The Cyber Security Branch continued to deter and respond to issues in the evolving threat environment by implementing effective risk management and threat assessment techniques. Several cybersecurity projects were implemented that support the continuing maturation, capability and resilience of our department.

In 2020–21, ICT enrolled 1900 smart phones and tablets and upgraded 3,943 mailboxes to Microsoft Office 365

### **Intended results: Retain the Parliamentary Library's position as our clients' preferred and trusted source of high-quality information, analysis and advice.**

- The client evaluation of Library Services for the 46th Parliament found satisfaction with the Library's services remained very high (94 per cent). Responsiveness, professionalism and high-quality research were all cited as reasons for this outcome.
- The percentage of parliamentarians and their staff who would recommend the Library stands at 100 per cent. There is a high level of trust in the Library as a source of information and high regard for the standards of scholarship and expertise.
- Library services are used by all parliamentarians and their staff as well as parliamentary committee staff.
- A client service evaluation found COVID-19 has had little impact on perceived quality of services.

Parliamentary Library services achieved 94% satisfaction rating from parliamentarians and their staff



Speaker Tony Smith in the House of Representatives and President of the Senate Scott Ryan across the building in the Senate as the doors to their respective chambers were left open as part of COVID-safe measures.

---

### Case study: COVID-19: new ways to do business as usual

The department's response to COVID-19 continued to evolve during 2020–21 with changes in Commonwealth health advice, various state and territory border restrictions and health directions within the ACT. Border closures or quarantine restrictions between borders meant many parliamentarians were hindered from travelling to Canberra to attend Parliament during sitting periods.

In a first for the Australian Parliament, our IT team developed tools to facilitate remote participation by parliamentarians in chamber proceedings. Remote participation supported many aspects of chamber and committee activity, including participation in debates on bills that were critical to Australia's management of the pandemic.

Our Broadcasting team coordinated the participation and education of users in collaboration with the Presiding Officers and staff from the House departments. Our teams established secure video links between electorate offices and the chambers and committee hearings as required. They also broadcast press conferences of national significance where the Prime Minister, the Health Minister and the Chief Medical Officer provided critical health advice to the Australian public. The team integrated Auslan interpretation into the broadcast press conferences to improve accessibility.

The Hansard team continued their work to record proceedings while implementing significant change in their own recording practices. Hansard staff could no longer log proceedings from within chambers or committee hearings due to physical distancing requirements. Up to 50 per cent of Hansard editors were working remotely on real-time transcription tasks for the chambers and committees.

Adaptations to address hurdles presented by COVID-19 has meant our workforce is now more responsive and resilient. Our teams demonstrated their commitment to service excellence and innovative problem-solving, to enable the Australian Parliament to continue to function effectively.

## Strategic theme 2 – Enhance the Parliament’s engagement with the community

### Intended results: Enhance our visitor experience and community engagement including the use of social media and emerging technologies.

- The Parliament commemorated the centenary of the death of Australia’s first Prime Minister with an exhibition on the life and times of Sir Edmund Barton. The exhibition ran in the Presiding Officers’ Exhibition Area in Parliament House from November 2020 to May 2021.
- In May, an exhibition celebrating new acquisitions for the Parliament House Art Collections opened in the Presiding Officers’ Exhibition Area—it was the first time new works in the collection have been displayed to the public since 2016.
- Parliament also hosted an exhibition to mark 50 years since Neville Bonner AO became the first recorded Indigenous Australian to enter the Federal Parliament. The exhibition was timed to coincide with National Reconciliation Week and NAIDOC Week.
- To mark NAIDOC Week, the Parliamentary Library hosted a conversation on Indigenous knowledge and perspectives by Craig Ritchie, CEO of Australian Institute of Aboriginal and Torres Strait Island Studies (AIATSIS), and Professor Lynette Russell of Monash University.
- ‘Relics’ from the House of Commons, Westminster Abbey and Buckingham Palace featured in an exhibition at Parliament House to mark the 80th anniversary of the worst bombing raid of the London Blitz.
- Despite the impacts of COVID-19, Art Collections maintained an active loans program, enhancing community engagement with those unable to travel to Canberra. As well as facilitating existing long-term loans to institutions and individuals, the team provided loans to institutions in four states: Western Australia, New South Wales, Victoria and Queensland.
- A Total Lunar Eclipse viewing event was held on the Parliament House Forecourt, delivered in partnership with the Australian National University. The event was delivered in a COVID-Safe manner and maintained public engagement at a time where only reduced visitor numbers could enter Parliament House. The informative, family-friendly event was safely attended by over 350 people.
- Marketing activities recommenced to promote events at Parliament House, including co-hosting a group of 30 local event planners with the Canberra Convention Bureau.
- The Queen’s Terrace Café and Staff Dining Room were refurbished in 2020–21, providing an opportunity to enhance the offering to customers, including through a new range of take-home meals, juices and freshly made sandwiches. The menus for all outlets are rotated regularly to give customers a fresh dining experience. This received positive customer feedback.

The re-opening of our newly refurbished catering outlets introduced upgraded dining facilities and the release of an enhanced customer offering

- With the re-opening of the Queen's Terrace Café, weekend high tea experiences were reinstated to strong reviews. These were promoted for events, including the ACT Enlighten Festival and Mother's Day, and were very well attended.
- The Enlighten degustation dinner was held during the ACT Enlighten Festival. The first event sold out in three days and a second night was added, also selling out.
- Barton's Federation degustation dinner was delivered as a gala event (it was also sold out and an additional night added). Guests commenced their evening with a visit to the Barton art exhibition, followed by a modern take on a state dinner hosted by Barton in 1901. Music was provided by the Band of the Royal Military College, Duntroon.
- The recipients of the Giving Tree program this reporting period were Friends with Dignity (assisting survivors of domestic violence) and Community First Development (a First Nations community development organisation). The Giving Tree was launched by the Presiding Officers on 2 December 2020.
- Although there were significant changes to the usual offering due to the COVID-19 pandemic, Visitor Engagement was able to deliver a series of daily tours upon the re-opening of the building. These included the Yeribee Indigenous Experiences Tour, the Art and Furniture Tour and the Architecture Tour. All three tours operated daily, providing an interpretation of different aspects of Parliament House.
- Entry to the building was offered pre-booked, online tickets with timed entry allowing a 90-minute self-guided tour of the building's public areas.
- Question Time Tours were introduced to maximise visits to the chambers during sitting times and provide opportunities to watch Parliament at work.
- Specialised tours increased as the ACT re-opened its borders to interstate travellers. The *More than Politics* experience allowed a tailored tour and dining package to be developed for individuals and small to larger groups, such as tourists from the Great Southern Railway.

Visitor engagement developed two new tours during the public closure of Parliament House: Architecture and art as well as furniture collections

### **Intended results: Enhance electronic access to parliamentary information for the community to engage easily with the parliamentary process.**

- The video-on-demand project commenced in 2020–21 to replace the ParView system that underpins recording and archival of parliamentary proceedings and other events associated with the Parliament. The new system will improve accessibility to parliamentary proceedings, both near-live and on-demand. This project is scheduled to go-live in early 2022.



*Sir Edmund Barton: Australia's First Prime Minister, Presiding Officers' Exhibition Area, 27 November 2020–22 May 2021, (install detail), photo courtesy Auspic.*

## Case study: Sir Edmund Barton – Australia's first Prime Minister

To commemorate the centenary of the death of Australia's first Prime Minister, Parliament House hosted an exhibition on the life and times of Sir Edmund Barton GCMG PC KC. The exhibition ran from November 2020 to May 2021.

The exhibition delivered on the department's strategic theme 'enhance Parliament's engagement with the community'. A degustation dinner was hosted as part of a public program to promote the exhibition. Executive Chef David Learmonth drew on Edmund Barton's love of fine food and the campaign dinners he held seeking support for Federation. Tickets to two dinners were sold out.

Telling the story of Australia's democracy in new and interesting ways is part of the department's strategy to improve parliamentary engagement with the community. Degustation guests were invited to explore the exhibition as part of their pre-dinner experience. More than 130 people arrived early to ensure they could take part.

The exhibition drew on a range of sources and materials to present Edmund Barton's story. A lecture by Canberra historian Dr David Headon, hosted by the Parliamentary Library, contributed as part of the 'First Eight' project on Australia's early Prime Ministers.

The exhibition included a review of the first Prime Minister's political progress as illustrated by Bulletin cartoonists, and a composite photographic portrait of each member of the first Commonwealth Parliament. This large work has rarely been on display and provided a fascinating glimpse into the life of one of our most significant participants in establishing our federation.

---

## Strategic theme 3 – Effective stewardship of Australian Parliament House

### **Intended results: Ensure adaptations of the building's uses are strategic, appropriate and reference design integrity principles and the Central Reference Document.**

- The DPS Framework for the Maintenance of Design Integrity of Parliament House, launched in April 2019, has enabled DPS to work effectively across a diverse range of issues affecting the operation of Parliament House, from helping to ensure a COVID-safe workplace through implementing measures, including temporary perspex hygiene shields and hand sanitizer stands, to major refurbishments of our kitchens and dining facilities. The framework ensures the design team members and moral rights administrators are included at appropriate times while also providing clarity and practical assistance to our staff managing maintenance and capital works projects.
- A major review of all 40 chapters of the of the *Architects' Design Intent for Parliament House, Canberra: Central Reference Document* (the CRD) has been completed. The focus will now shift to consolidating the CRD for publication as a series of ebooks.

### **Intended results: Ensure a secure environment while maintaining public accessibility.**

- Following practical completion of the physical security upgrade works, the remaining minor modification works were completed in December 2020.
- In June 2021, the maintenance of the electronic security system was fully transitioned to DPS.
- The upgrades ensure that the building is secure for the long term without affecting ease of access to the public areas.

### **Intended results: Effectively manage all assets within Parliament House including collections**

- In response to COVID-19 restrictions, our exhibition program was enriched with the creation of online material to complement the physical displays. Of particular note was an online digital experience developed for the Sir Joseph Banks' *Florilegium* exhibition, which enabled close study of the relationships between the Florilegium, the Parliament House foyer marquetry designed by Tony Bishop and fabricated by Michael Retter OAM and the original specimens from the Endeavour's voyage. Online content was also produced for exhibitions commemorating Sir Edmund Barton and Neville Bonner.
- We produced a series of short curator interviews responding to specific displays and public programs. The short interviews were filmed by Parliamentary Broadcasting and distributed via social media channels.

- The Special Collections team took advantage of COVID-19 remote working arrangements to focus on the AUSPIC Collection, processing 122,246 photographic images throughout the year.
- COVID-19 created a lot of uncertainty for events. Our APH Catering and Events section worked closely with event organisers, maintaining a flexible approach to support and deliver future events.
- We also adopted a new COVID-safe event plan, focused on customer and staff safety, which gave event organisers added confidence to retain their business at Parliament House.
- Staff have been trained in new booking and arrival processes in line with the ACT Government's COVID-19 protocols.
- Budget week saw a return to large scale events, which were delivered to the satisfaction of clients and in a safe manner.
- Asset management in Parliament House was improved by:
  - digitising the Landscape Condition Rating – all three condition ratings, Landscape, Building and Engineering are now contained in SAP PM, DPS' electronic asset management system, and
  - enhancing the Engineering Systems Condition Rating data collection capability, which enable a more targeted and data-driven approach to maintenance and asset management.
- Refurbishment and conservation of Parliament House furniture this year included:
  - procuring 2,080 metres of fabric and leather for upholstery
  - refurbishing 816 furniture items to extend asset life, and
  - condition inspection of more than 5,000 furniture items throughout Parliament House.

Special Collections  
processed 122,246  
AUSPIC photographic  
images

---

**Intended results: Maintain Parliament House and its precinct as befits its status as an iconic building and location of national significance.**

- The building's maintenance services team provided ongoing assistance to the Parliament House response to COVID-19, including cleaning and signage.
- The maintenance team delivered a minor project works package that addressed a range of issues across the building. These included:
  - refurbishing plumbing services for the level one east and west Great Hall public bathrooms
  - repainting line marking in the main public car park and Parliamentary Drive
  - replaced 3.4km of silicone expansion joiners in the forecourt
  - replacing lights in the House of Representatives carpark, Senate carpark and main public carpark
  - replacing old high intensity discharge lighting with new energy-efficient LED fittings on Parliament Drive
  - rectification works to the level two Mural Hall timber panelling
  - improving the main forecourt and Queen's Terrace by:
    - » cleaning façade and water feature
    - » maintaining garden
    - » re-grouting of cobblestones.
- removing and replacing nine *Gleditsia* trees in the gym courtyard, and
- rectifying tree planter boxes and replanting trees outside of the Senate entry.

Maintenance team replaced 3.4 kilometres of expansion joiners in the forecourt.



DPS apprentices in 2021 represent a range of vocations from horticulture to plumbing, electrical and hospitality.

### **Case study: Department of Parliamentary Services Apprenticeship Program 2020–21**

The department's commitment to providing an inclusive, supportive and professional training environment was acknowledged at the 2020 ACT Training Awards, when our apprenticeship program was awarded runner up in the large employer of the year category.

The apprenticeship program provides a genuine pathway into a range of unique careers and attracts apprentices from diverse backgrounds. In 2021 we continued the program, welcoming three new apprentices.

The department offers apprenticeships in a range of vocations and trades, including stonemasonry, electrical, horticulture and commercial cookery, to ensure we continue to support the effective stewardship of Parliament House.

Our electrical apprentices participated in a major overhaul of the electrical systems in Parliament House, ensuring the ongoing safety of systems which are over 30 years old. Apprentices worked on the replacement of the electrical distribution boards and mechanical services switchboards, as well as the replacement of the auxiliary power diesel generator system.

Our landscaping apprentices experience an array of horticultural training environments. Our apprentices study Turf Management and Horticulture while developing skills in our formal gardens, private courtyards, turf areas and public gardens. During the year, the department won a tender to provide landscaping services to the Prime Minister's official residence, The Lodge, which has expanded the range of opportunities available to our team.

The construction of Parliament House advanced a number of trades and industries that were formative and rare in Australia at that time. Our apprenticeship program provides an important pathway for the generational transfer of knowledge from tradespeople who have worked in the building for many years, and some since 1988. This program demonstrates our commitment to developing highly skilled tradespeople to work in the unique Parliament House environment.



---

## Strategic theme 4 – Effective delivery of the Parliament House works program

### Intended results: Capital works activity functions effectively to deliver a safe and accessible workplace.

- The capital works program is delivering better infrastructure and safety across Parliament House. Key achievements in 2020–21 included:
  - completing work to refurbish and upgrade the 42 lifts across the building
  - upgrading handrails and balustrades in the Marble Foyer, Great Hall and Members’ Hall to improve safety for occupants and visitors
  - refurbishing the Staff Dining Room and the Queen’s Terrace Café, including comprehensive updating and upgrading of the commercial kitchen and dining facilities
  - upgrading the catering facilities within the Schools Hospitality area to a commercial kitchen standard
  - replacing 326 electrical distribution boards
  - replacing 33 mechanical services switchboards, and
  - completing the installation of the physical infrastructure of the new auxiliary power network with only commissioning activities remaining.

Maintenance team refurbished and upgraded 42 lifts as well as replacing 326 electrical distribution boards and 33 mechanical services switchboards



The refurbishment of kitchens at Parliament House was a major project that was brought forward during the COVID-19 pandemic.

### Case study: Redevelopment of the Queen's Terrace Café and Staff Dining Room

The reopening of the Staff Dining Room in September 2020 and the Queen's Terrace Café in October 2020 signalled a significant milestone achievement for the DPS capital works program. The project delivered the first comprehensive upgrade to the service kitchens since the opening of Australian Parliament House in 1988.

This project continued throughout the first wave of the COVID-19 pandemic. In fact the pandemic enabled work to progress ahead of schedule while there was a limited number of people in the building.

During the works, building occupants and visitors were provided with alternative dining service options. A take-away only service for staff using the Private Dining Rooms as a temporary cafeteria and the Queen's Terrace Gallery area was transformed into a café and coffee hub for the public and building occupants.

To celebrate the reopening of the Queen's Terrace Café, the department hosted a public open day featuring live music, a gourmet barbeque and our ever-popular high tea.

In upgrading both facilities, DPS achieved not only enhanced food safety control, work, health and safety compliance and building code compliance, but also restored the original design intent in the design and construction process.

The next phase of the project is completion of refurbishment of the Members and Guests Dining Room kitchen (COVID-permitting) before the end of the 2021 calendar year.

---

# ANNUAL PERFORMANCE STATEMENTS

## Introductory statement

I, Robert Stefanic, as the accountable authority of the Department of Parliamentary Services, present the 2020–21 annual performance statements of the Department of Parliamentary Services, as required under paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In my opinion, these annual performance statements accurately reflect the performance of the entity and comply with section 39(2) of the PGPA Act.

## Purpose

The department's purpose is to support the work of the Australian Parliament by providing effective, high-quality and sustainable services to parliamentarians and building occupants. As custodians of Parliament House, we are responsible for delivering a broad range of services and experiences that enable engagement with the parliamentary process.

## Analysis of performance against purpose

Four strategic themes provide the planning and performance framework against which DPS operates:

- respond to the changing needs of the Parliament
- enhance the Parliament's engagement with the community
- effective stewardship of Australian Parliament House, and
- effective delivery of the Parliament House works program.

## Updates

Our targeted performance and achievements continue to align with our strategic themes. However, this year we increased our emphasis on service excellence, and reviewed our performance measures in that context. Following this review and in keeping with our maturing approach to the collection and utilisation of performance data, we have increased our focus on performance at the strategic level. For 2020–21, this has resulted in the rationalising and combining of performance measures used in past years.

## Strategic theme 1 – Respond to the changing needs of the Parliament

A focus for DPS in 2020–21 was collaborating with other parliamentary departments to deliver innovative, unified and client-focused services. This was particularly important during the ongoing effects of COVID-19 when parliamentarians and staff either worked remotely or returned to the House. This required a diversity of digital and other solutions in addition to flexible service delivery by the department.

### PERFORMANCE CRITERION 1—Catering and events services

TABLE 1: Performance criteria 1—Catering and events services

Respond to the changing needs of the Parliament		
Performance Measure	Target	Result
1. Satisfaction with food service quality	85%	92.6%
2. Satisfaction with functions and events management	85%	90.8%

**Criterion Source:** Program 1.1, 2020–21 Portfolio Budget Statements, p.10; Program 1.1, 2020–21 Corporate Plan, p.24–25.

**Note:** The 2020–21 Catering and Events Services performance measures are now combined under the same performance criteria.

### Methodology

#### Measure 1:

DPS provides a range of catering services to parliamentarians and building occupants to assist them in performing their parliamentary duties.

This includes:

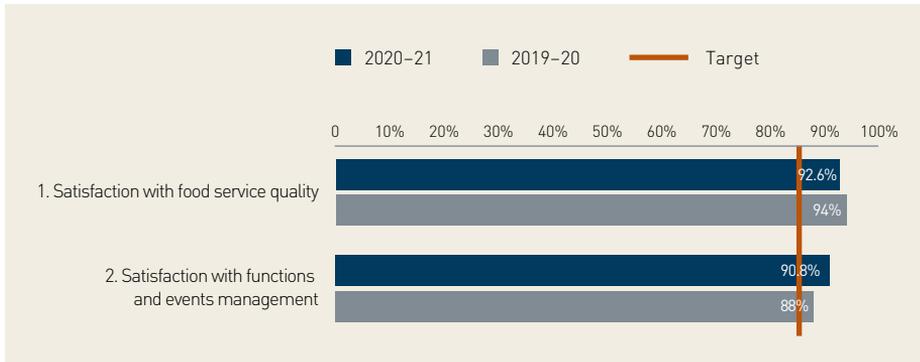
- events and venue management and services
- multiple food and beverage retail outlets (Staff Dining Room, Queens Terrace Café, Members and Guests Dining Room, Coffee Hub, Coffee Cart)
- in-room dining and house services

Tracking the quality of these services provides an indication of whether these services are meeting the needs of parliamentarians and building occupants. This is measured by the feedback obtained through the annual Building Occupant Satisfaction Survey.

### Measure 2:

The feedback received is collated through the catering feedback register and assessed on a rating scale of positive, constructive, or negative, and converted to a percentage.

**FIGURE 2:** Satisfaction with catering and event services



## Analysis

### Measure 1

For the fourth year running, the APH Catering and Events section has recorded a strong satisfaction result with the services provided to building occupants. While the 2021 result of 92.6 per cent is a small decrease of 0.9 per cent compared to 2020, this is likely due to reduced services due to the COVID-19 pandemic and the kitchen refurbishment program that resulted in significant disruption to the range of services.

The COVID-19 pandemic required a significant redesign of the customer experience, including the removal of some previously valued services and new queuing arrangements to ensure customer and staff safety.

The building closure in 2020 provided an opportunity to accelerate the kitchens refurbishment project. These works required the creation of alternative dining facilities and temporary kitchens within the building, which constrained the customer offering and made it more challenging to service.

Through careful planning and with the assistance of the Property Services Branch, APH Catering and Events was able to successfully deliver the temporary arrangements in a COVID-safe manner and with minimal impact on customer satisfaction.

**Measure 2:**

The feedback results for catering services in 2020–21 are in the table below:

**TABLE 2:** Functions and events responses 2020–21

	Number of responses	Total %
Positive	108	90.8%
Constructive	11	9.2%
Negative	0	0
<b>Total</b>	<b>119</b>	<b>100%</b>

COVID-19 had a significant impact on the number of events that could be held at Parliament House during 2020. ACT Government restrictions that led to closure of the building and then gradual easing of restrictions upon re-opening, saw a greatly reduced venue capacity and required a significant change in the nature of the services offered.

The gradual and cautious return of events at Parliament House was delivered in a COVID-safe manner following research on industry approaches and their application at Parliament House. These processes have been regularly reviewed in conjunction with the DPS COVID taskforce and the services we are able to offer clients. Staff were trained in the new processes and clients have been very satisfied with the services that have been provided to them.

**Examples of feedback**

*"The event ran seamlessly, from the organisation by you and your team, to the COVID safe practices, to the delectable food and beverage."*

*"Monday evening's (Budget) briefing dinner was a great success and I received many compliments about the food that was served, and the service provided. You were especially helpful, and I greatly appreciate how promptly you responded to my queries. We certainly look forward to hosting more of these dinners throughout the year."*

*"The ambience was wonderful. The art, the piano, the glass rooftop was gorgeous. We really enjoyed the MC explaining the significance of certain features of the room as well."  
(Enlighten degustation)*

*"The band were so good—wonderful atmosphere." (Barton degustation)*

*"The food was wonderful, and the setting was absolutely beautiful. It was really a most enjoyable evening and we would like to express our gratitude to all involved."  
(Barton degustation)*

*"Absolutely loved our experience for High Tea at Queen's Terrace. We love visiting new places for High Tea, in Australia and around the world, and can honestly say that this has been one of the best."*

*"High tea was delicious, the service fantastic and we all greatly enjoyed the experience. Thank you very much to everyone involved who facilitated this happening today, from the time we arrived at the main entrance through to the end of our visit—we greatly appreciate it."*

## PERFORMANCE CRITERION 2—Hansard and broadcasting services

TABLE 3: Performance criterion 2—Hansard and broadcasting services

Respond to the changing needs of the Parliament		
Performance Measure	Target	Result
3. Proof Hansard reports delivered within agreed timeframes when Parliament sits its regular scheduled hours	85%	89.9%
4. Proof Hansard reports delivered within agreed accuracy parameters	85%	89.3%
5. Broadcasting systems availability	90%	99.5%

**Criterion Source:** Program 1.1, 2020–21 Portfolio Budget Statements, p 10; Program 1.1, 2020–21 Corporate Plan, p.24–25.

### Methodology

#### *Measure 3:*

This measure includes both chamber and committee timeliness. Hansard chamber proofs are recorded as being on time if published in full within three hours of the chamber rising and Hansard committee proofs are recorded as being on time if they are delivered within the timeframes agreed with the committee secretariats, usually a period of between one and five working days from the date of the hearing.

#### *Measure 4:*

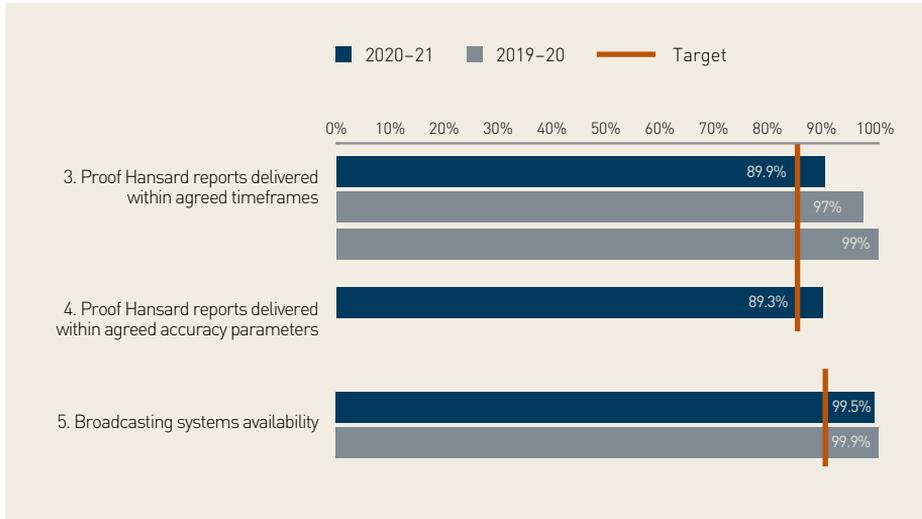
This measure includes both chamber and committee timeliness. The error rate for chamber and committee transcripts is based on the number of errors reported by parliamentarians' offices, committee secretariats and witnesses who appeared at committee hearings. Hansard reports chamber errors with a one-month delay from sittings because clients have 15 non-sitting days to submit chamber corrections. Hansard reports committee errors by the date corrections are received and with a one-month delay to allow for processing.

#### *Measure 5:*

Parliamentary Audio Visual Services (Broadcasting) maintain a major system failure register that logs major disruptions to the sound reinforcement system in the Senate and the House of Representatives chambers. Reportable major system failures include where:

- a microphone is not activated within 30 seconds
- a major system failure causes the Parliament to not be able to sit as scheduled
- the public address system fails for more than five minutes, and
- the broadcast audio feed fails for more than 10 seconds.

FIGURE 3: Outcomes for Hansard and broadcasting services



**Note:** In measure 3, the data sources for 2020-21 are a combined result of the agreed timeframes from the chambers and the committees. The 2019-20 result for measure 5 (timeliness of Hansard reports from the chambers) is 97 per cent and 99 per cent for measure 6 (timeliness of Hansard reports from the committees). [Source: 2019-20 Annual Report, performance criterion 3, p.50] It was not possible to compare the results of measure 4 (89.3 per cent) for accuracy of Hansard reporting from 2020-21 with 2019-20 because the measurement last year was not measured as a percentage but rather the number of errors per 100 pages. Measure 5 in 2020-21 uses the same methodology to assess availability of broadcasting services as was used in 2019-20 and so is comparable. [Source: 2019-20 Annual Report performance criterion 3, performance measure 9, p.50]

## Analysis

The 90 per cent target for broadcasting systems availability was achieved across 2020-21.

The COVID-19 pandemic saw a significant increase in the use of videoconferencing for chamber proceedings and committee hearings. As a result of this unprecedented demand, issues with videoconferencing were the most frequently reported item in the Broadcasting *Major Systems Failure Register*. Issues were quickly addressed through technical fixes and operational workarounds.

Hansard exceeded its timeliness and accuracy targets against performance measures 3 and 4 in 2020-21. This result was achieved in the context of a sharp increase in committee activity in 2020-21, with 3,156 hours of hearings. This is compared with 1,705 hours of committee hearings in 2019-20. There was a slowdown in committee activity during the early stage of the COVID-19 pandemic at the end of 2019-20, followed by a rebound in committee activity in early 2020-21, when videoconferencing capacity was significantly increased at Parliament House and used extensively in lieu of interstate hearings.

Despite the challenges of this period, timeliness and accuracy targets were able to be achieved across 2020-21 through consultation with committee secretariats on transcription priorities and use of additional resources, including casual staff and outsourcing arrangements.

## PERFORMANCE CRITERION 3—Parliamentary Library services

TABLE 4: Performance criterion 3—Parliamentary Library services

Respond to the changing needs of the Parliament		
Performance Measure	Target	Result
6. Services delivered within agreed timeframes	85%	99%
7. Satisfaction with service quality and responsiveness	90%	94%

**Criterion Source:** Program 1.1, 2020–21 Portfolio Budget Statements, p.10; Program 1.1, 2020–21 Corporate Plan, p.24–25.

### Methodology

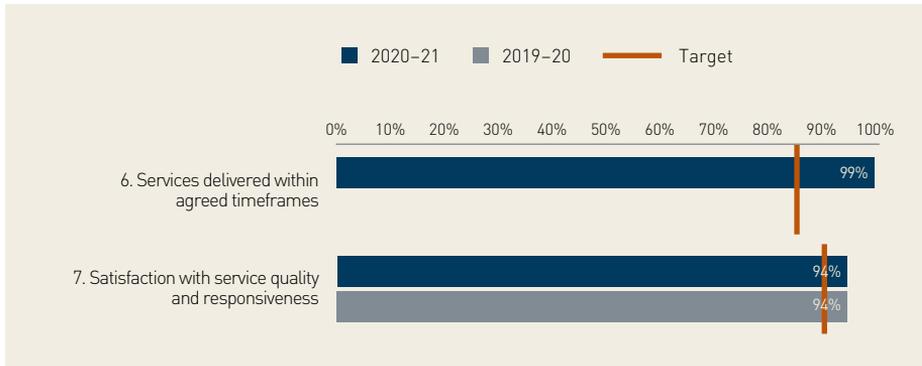
Key priorities and performance indicators for the Parliamentary Library are approved each year by the Presiding Officers as part of the Library’s annual resource agreement (*Parliamentary Service Act 1999*, section 38G).

#### *Measure 6:*

This metric is derived from the series of timeliness measures set out in in the resource agreement. Information on the methodology can be found in the Parliamentary Librarian’s report, Parliamentary Library chapter.

#### *Measure 7:*

Satisfaction data is derived from an independent evaluation of the Library’s services which is conducted every Parliament. The evaluation for the 46th Parliament was completed in June 2021.

**FIGURE 4:** Library service performance criteria and satisfaction with service

**Note:** Measure 6 is new and so there are no comparative results from 2019–20. Measure 7 uses the same data source and methodology as the 2019–20 Parliamentary Library performance criteria and is part of the Library’s KPIs and deliverables set out in the annual Library Resource Agreement. (Source: 2019–20 Annual Report, performance criterion 4, performance measure 10. A breakdown of results is in the analysis section, p.52)

## Analysis

### *Measure 6:*

The Parliamentary Library’s business plan contains four timeliness service standards: for individual client requests (target 95 per cent), cataloguing (target 100 per cent for urgent items, 85 per cent for routine items) and items added to our media monitoring data bases (target 95 per cent). The Library exceeded its timeliness service targets for all categories other than media monitoring (news clips and Electronic Media Monitoring). This service category achieved an overall outcome of 94.4 per cent due to a vendor outage during the reporting period.

### *Measure 7:*

The independent client evaluation of the Library’s services for the 46th Parliament was completed in June 2021. The evaluators found that the Library is performing very well and is highly valued. Finding all the Library’s services to be well used, the evaluators concluded that the Library is providing the services clients need and want and to high quality. Satisfaction among senators, members and their staff remains high at 94 per cent, and 100 per cent would recommend the Library to a colleague. Responsiveness, professionalism and high-quality research were all cited as reasons for satisfaction.

More information can be found in the Parliamentary Librarian’s report in the Parliamentary Library chapter.

## PERFORMANCE CRITERION 4—ICT services

**TABLE 5:** Performance criterion 4—ICT services

Respond to the changing needs of the Parliament		
Performance Measure	Target	Result
8. Satisfaction with service quality (responsiveness and resolution)	85%	86.1%
9. Calls resolved at first contact	75%	73.7%
10. System availability (core parliamentary systems)	90%	99.9%
11. Projects delivered according to planned program milestones (eg. design, tender, contract, completion)	85%	76.3%
12. Projects delivered within budget against milestones	85%	68.7%

**Criterion Source:** Program 1.1, 2020–21 Portfolio Budget Statements, p.10; Program 1.1, 2020–21 Corporate Plan, p.24–25.

**Note:** There are five performance measures for ICT Services in 2020–21 compared to one in 2019–20. That single KPI represented 14 measures of service standards ranging from PABX and internet availability to incident resolution. The five measures in 2020–21 have combined some standards and added a satisfaction component to align with the DPS focus on service excellence.

### Methodology

#### *Measure 8:*

This metric is derived from the results of the annual Building Occupant Satisfaction Survey. The term ‘satisfaction’ is defined as feedback provided that is positive. As such, to achieve the target, 85 per cent of responses need to achieve a rating of neutral, satisfied or very satisfied.

The response to every satisfaction question in the survey is combined to calculate the overall result:

$$\% = (\text{number of neutral, satisfied or very satisfied responses}) / (\text{total number of responses})$$

#### *Measure 9:*

Data used for the monthly report is extracted from the ServiceNow IT service management system. The calculation methodology is a percentage of ServiceNow INC records assigned to the 2020 Service Desk (point of first contact) that are resolved within 30 minutes of creation. The ISD departmental monthly report is reviewed by the ISD Executive and Office of the Chief Information Officer prior to Chief Information Officer approval.

**Measure 10:**

Core parliamentary systems are included in this measurement and use the approved calculation method of:

agreed service time (hours) minus unscheduled downtime (hours) divided by agreed service time (hours).

Systems include:

- Table Office Production System (TOPS)
- Dynamic Red
- Live Minutes, and
- email.

Data to support the calculation is extracted from the ServiceNow IT service management system with respect to incident records where a disruption to service is encountered.

**Measure 11:**

Milestone information is captured in the ISD Departmental Monthly Project Report, and the target is aligned to existing Property Services Projects targets. It is calculated as follows:

% = number of ICT project milestones completed within quarterly delivery period [ie. Q1, Q2, Q3, Q4] divided by the number of project milestones planned for delivery within the aligned quarter.

**Measure 12:**

Project delivery is assessed through budget and milestone achievement and is captured in the ISD Departmental Monthly Project Report. The target is aligned to existing Precinct Services Project targets and is calculated as follows:

Step 1:

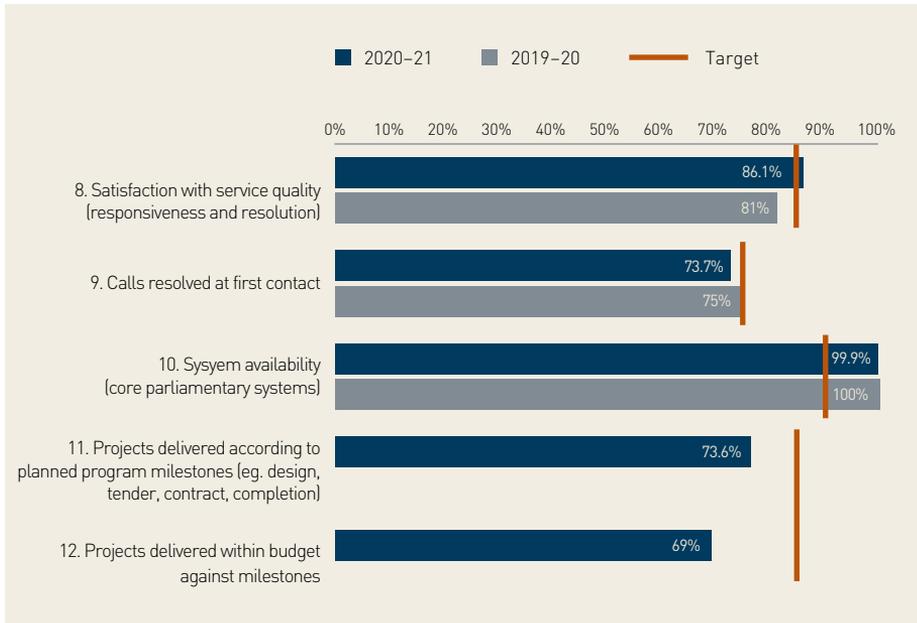
% = actual spend divided by budget (for each completed project).

Each project which scores at or above 85 per cent will form the numerical basis for the following over-arching formula.

Step 2:

% = number of ICT projects completed on budget within quarterly delivery period [ie. Q1, Q2, Q3, Q4] divided by the number of projects planned for delivery within the aligned quarter.

**FIGURE 5:** Satisfaction with service quality, system availability and project management



**Note:** The number of performance criteria for ICT services has changed from one in 2019-20 to five this year. Measure 8 is directly comparable. The measure 9 result from 2020-21 is compared with the 2019-20 result against 'First call resolution'. [Source: 2019-20 Annual Report, performance criterion 5, performance measure 11, figure 7, p.55]. In 2020-21, measure 10 is compared with the availability of the 11 core systems (each scored 100 per cent) from last year. [Source: 2019-20 Annual Report, performance criterion 5, performance measure 11, figure 7 p.55]. Measures 11 and 12 are new and so there are no comparative results from 2019-20.

## Analysis

### *Measures 8, 9 and 10:*

ICT performance measures were revised for 2020-21, with greater emphasis by Information Services Division (ISD) on delivering core ICT services, customer satisfaction with those services and achieving project outcomes and milestones.

The 15 ICT service standards used before and during 2019-20 were recast as five performance measures. Most of these measures are reported monthly and assess the delivery of key services to support the effective and efficient operations of the Parliament, including provision of services to electorate offices, the parliamentary departments and Parliament House.

Satisfaction with service quality (responsiveness and resolution) was the only performance measure assessed through the 2021 Building Occupant Satisfaction Survey.

2020 Service Desk staffing levels stabilised during 2020–21, increasing satisfaction with those services. The 2021 Priority Service was newly established to provide ICT support for parliamentarians and enable staff across both support channels to focus on servicing their respective client segments. These activities drove the ‘satisfaction with service quality (responsiveness and resolution)’ result, which exceeded the target by 4.7 per cent.

The result for ‘calls resolved at first contact’ is attributed to the emphasis placed on facilitating talent acquisition and operational-level staff and to the efficient handover to frontline operational ICT teams. These factors contributed to superior service for clients and enabled the 2020 Service Desk and the new 2021 Priority Service for parliamentarians to resolve more calls at first contact. The complexity of incoming calls increased as new capabilities were introduced and led to the annual result being marginally below the target by 1.3 per cent.

ISD implemented significant new capabilities in 2020–21, including finalising the deployment of the Windows 10 and Microsoft 365 standard operating environment. The new capability provided users with a greater variety of desktop and laptop hardware options, which have been progressively rolled out through the department’s annual refresh program, delivering a performance improvement for users.

In 2020–21, ISD continued to increase cloud computing maturity by forming the Cloud Initiatives team. Acting as an ICT centre of excellence, the team led the design, build and implementation of the email upgrade and rollout of native M365 applications to smartphones and tablets, upgrading 3,943 mailboxes and enrolling approximately 1,900 devices in the new system. The new capabilities delivered 100GB mailboxes and archives to all staff and enabled parliamentary computing network users to seamlessly access office resources on any device and in any location.

### *Measures 11 and 12:*

The delivery of ICT projects was subject to unique challenges, largely generated by the volume of unplanned activity associated with the division’s response to COVID-19. Some project resources were re-assigned to assist and provide frontline support for critical response activities, which also delayed the planned start date for several funded projects. Despite these challenges, 76.3 per cent of planned milestones for the 44 projects progressed during 2020–21 were delivered on schedule, and 68.8 per cent of projects delivered within budget against milestones. Some of the major projects included the rollout of Windows 10 and Office 365 across all four departments and electorate offices and the introduction of the Senate Division Recording System.

The tightening labour market manifested in demand for skilled practitioners often exceeding marketplace supply, causing delays to planned milestone delivery. Staffing has started to stabilise through a renewed emphasis on facilitating talent acquisition, retention, and efficient handover processes. Strong partnerships with professional service providers have also been leveraged to mitigate resource attrition risks and provide an accessible surge capacity.

## Strategic theme 2 – Enhance the Parliament’s engagement with the community

Part of our purpose is to increase community engagement with Australian parliamentary democracy and share the work, stories and collections within Parliament House. DPS achieves this by developing and implementing new visitor experiences, including events, festivals, tours and digital or online programs.

### PERFORMANCE CRITERION 5—Visitor engagement

TABLE 6: Performance criterion 5—Visitor engagement

Enhance the Parliament’s engagement with the community		
Performance Measure	Target	Result
13. Satisfaction with customer service experience (security, concierge, and guides)	85%	89.6%
14. Satisfaction with APH experience overall (exhibitions, facilities, tours and programs)	85%	87.5%

**Criterion Source:** Program 1.1, 2020–21 Portfolio Budget Statements, p.10; Program 1.1, 2020–21 Corporate Plan, p.24–25.

**Note:** The number of KPIs for community engagement in 2019–20 has been streamlined in 2020–21. The visitor related numbers and satisfaction have been replaced by satisfaction KPIs for the customer service experience and the events measure has been expanded to include satisfaction measures for exhibitions, tours and programs, not just venue and facilities hire. The Communication performance measure has been deleted in 2020–21.

### Methodology

#### *Measure 13:*

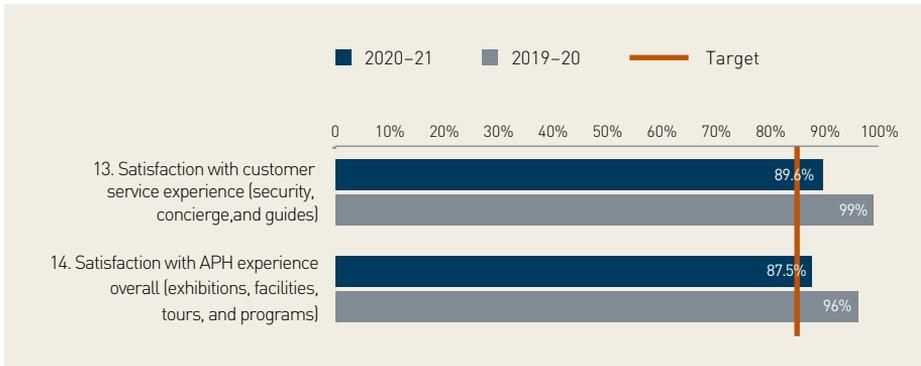
Positive visitor satisfaction with customer service is measured through the percentage of visitor feedback that meets or exceeds expectations. COVID-19 has altered the methodology used to capture visitor experience with the previous method of physical comment cards being provided to visitors being discontinued. Feedback is now collected via Survey Monkey, an online feedback platform. Survey Monkey requests are sent to visitors whose details are recorded in Humanitix (visitor booking system) during the current booking process, and participation is optional.

#### *Measure 14:*

The same process for customer service satisfaction is used to measure the overall satisfaction with the Parliament House experience.

Visitors indicate their overall satisfaction via a five-star methodology, with a rating of one star being poor and five being excellent.

FIGURE 6: Visitor engagement satisfaction results



**Note:** In 2020–21 the methodology for measuring satisfaction with customer service and the overall experience at Parliament House has been improved when compared to last year. This year a more detailed and meaningful analysis has been achieved through the use of Survey Monkey with a result of 89.6 per cent for performance measure 13 and 87.5 per cent for measure 14. This is compared with last year’s results for performance measure 13 of 99 per cent (Source: 2019–20 Annual Report, performance criteria 6, performance measure 13, p.57) and for measure 14 from last year’s BOS survey of 96 per cent. (2019–20 Annual Report, performance criterion 2, performance measure 3, figure 4, Visitor and Art Services, p.49).

## Analysis

With the COVID-19 pandemic having a significant impact on visitor services and operations, it has been a noteworthy effort to achieve these performance outcomes. The ACT Government’s COVID-19 restrictions meant we needed to operate with a much smaller capacity and reduced number of events and activities during the year. In addition to these constraints, restrictions on building entry, to ensure the continuity of Parliament, also required a significant change in the services offered.

The Visitor Engagement team was able to reorganise our experiences to ensure the COVID-safe delivery of a range of offerings, combined with a high level of customer service. The changes in the operation provided an opportunity to review and refresh the methods of delivery for the team.

The quality of the exhibitions and the interpretation provided to visitors were also features, along with an increased communication and marketing focus. Changes to the front entry arrangements by the Security Branch also contributed to an overall positive visitor experience.

## Strategic theme 3 – Effective stewardship of Australian Parliament House

DPS operates in a complex environment with a range of significant challenges. Optimising our service capability, working collaboratively and ensuring design intent is at the heart of every decision are essential to safeguarding the architectural integrity and longevity of our iconic building.

### PERFORMANCE CRITERION 6—Precinct services

TABLE 7: Performance criterion 6—Precinct services

Effective Stewardship of Parliament House		
Performance Measure	Target	Result
15. Satisfaction with facilities availability and building condition (maintenance and appearance)	85%	88.6%
16. Satisfaction with landscape condition and appearance	85%	87.1%
17. Satisfaction with service responsiveness (eg. effective resolution of helpdesk calls)	85%	98%

**Criterion Source:** Program 1.1, 2020–21 Portfolio Budget Statements, p.9; Program 1.1, 2020–21 Corporate Plan, p.24–25.

**Note:** Three KPIs for Precinct Services from 2019–20 were aligned with building, engineering, and landscape condition ratings. This year the emphasis on performance measures has shifted to include satisfaction with the services provided. This is in line with the DPS focus on service excellence.

### Methodology

#### *Measure 15:*

**Satisfaction:** The percentage of satisfaction with facilities availability and building condition will be 85 per cent. The Building Occupant Satisfaction (BOS) survey is conducted annually. For the purpose of quarterly reporting, the satisfaction measure is used from the most recently conducted BOS survey.

**Condition:** Building Condition Rating (BCR) methodology scores each area from zero per cent to 100 per cent.

A total percentage score is calculated by dividing the total of the given scores for each area by the total of the maximum scores for each area.

*For example:*

A = 81% = BCR Rating of 86% x 94.2

B = 5.2% = Satisfaction Rating of 90% x 5.8%

Overall rating = 86.2% = 81% + 5.2%

The overall score is calculated as follows.

A = BCR Rating x 94.2%

B = Satisfaction Rating from BOS survey x 5.8%

A+B = Overall rating (reported figure)

#### *Measure 16:*

**Satisfaction:** The percentage of satisfaction with landscape condition and appearance will be 85 per cent.

The BOS survey is conducted annually. For the purpose of annual reporting, the satisfaction measure is used from the most recently conducted BOS survey.

**Condition:** The annual landscape condition rating assesses all the landscape areas in April every year.

Scores are provided against each feature for each area. The Landscape Condition Rating (LCR) score is derived by adding the total scores across all features in all areas and dividing by the total possible score. This gives an average rating across all features of the landscape.

Monthly exception reporting is collected manually and is based on the skills and experience of staff and Landscape Services management.

The overall score is calculated as follows.

A = LCR Rating x 94.2%

B = Satisfaction Rating from BOS survey x 5.8%

A+B = Overall rating (reported figure)

*For example:*

A = 81% = LCR Rating of 86% x 94.2

B = 5.2% = Satisfaction Rating of 90% x 5.8%

Overall rating = 86.2% = 81% + 5.2%

**Measure 17:**

Results are underpinned by the BOS survey. As at November 2020, the Helpdesk has implemented a logging and follow up process to commence tracking work orders. The work orders will be calculated as follows:

All work orders are rated on a traffic light scale:

Green = Issue resolved with positive feedback

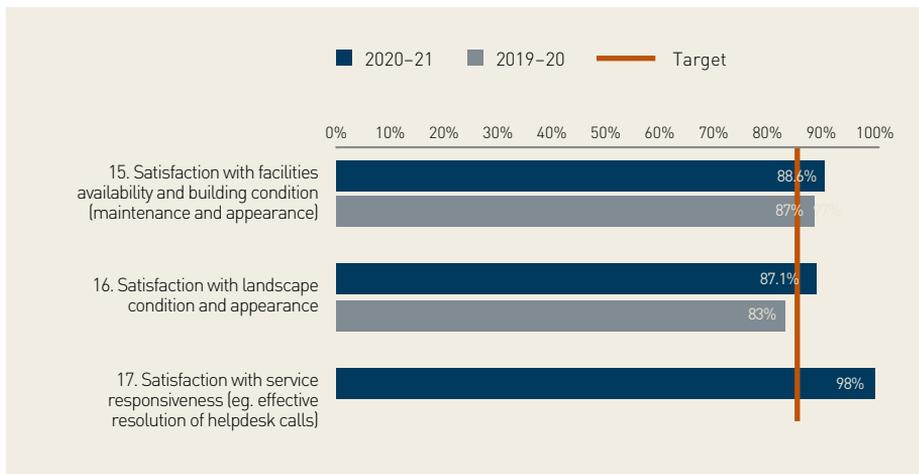
Amber = Issue resolved nil feedback

Red = Issue not resolved or resolved with negative feedback

Green	2,542	83%
Amber	288	7.4%
Red	283	9.3%

The annual result is based on both green and amber percentages being added together.

**FIGURE 7:** Satisfaction with building condition, landscaping and service responsiveness



**Note:** With a focus on service excellence, the measures for Precinct Services have been amended to assess satisfaction. Now the results of the BOS survey are combined with the Building Condition Rating (BCR) (for measure 15) with a result of 88.6 per cent. The comparison is made with last year's BCR of 87 per cent. (Source: 2019-20 Annual Report, performance criterion 10, performance measure 18, p.69) Measure 16 is a combination of the Landscape Condition Rating and this year's BOS survey to achieve a satisfaction result of 87.1 per cent. It is compared with last year's Landscape Condition Rating of 83 per cent. (Source: 2019-20 Annual Report, performance criterion 12, performance measure 20, p.73) Measure 17 is new and so there are no comparative results from 2019-20.

## Analysis

### *Measure 15*

In 2020–21, the performance measure result for satisfaction with facilities available and building condition was 88.6 per cent, which represents an increase of 1.7 per cent compared to 2019–20.

The increase is attributed to:

- suite bathroom refurbishments focusing on wall and floor tiles
- ongoing routine maintenance and painting to suites and associated area thoroughfares and to general circulation areas
- carpet replacement in:
  - four general circulation areas
  - two tenancies
  - three large office accommodation areas, and
  - 15 suites, and
- repainting in:
  - 14 general circulation areas
  - 15 suites
  - garden seating in area 29G
  - bus shelters
  - cooling tower roof, and
  - 11 plantroom and basement areas.

The emphasis in this reporting year was on preventative maintenance programs. This focus will continue into 2021–22.

### *Measure 16*

The target for the Landscape Condition Rating (LCR) is 85 per cent. For 2020–21 the LCR was 87.1 per cent, an increase of 3.8 per cent compared to 2019–20 and 1.3 per cent above target.

Despite the ongoing COVID-19 pandemic, the landscape condition and appearance has surpassed the satisfaction rating target. This is due to improvements with the turf in courtyards being maintained at a very high standard, the crushed granite paths in all native gardens being kept in good repair, the shrubs recovering after the severe hailstorm in January 2020 and the replacement of the basketball court surface.

Areas for improvement and future focus include:

- The shrub replanting from the Security Group 2 works on the Senate side has seen losses of approximately 30 per cent. Initial plant selection (Correa) is considered as the cause and plant losses have continued throughout 2020–21. A trial of *Acacia howittii* has been successful as a replacement for the Correa plantings. The results and recommendations will be submitted for discussion with the DISC Unit and for moral rights consideration.

- 
- The trees at the Senate and House of Representatives entrances were in poor condition. Works have commenced to replace the trees and is scheduled to be completed by November 2021.
  - The *Juniperus sabina* in the Northeast corner area on State Circle has not been growing well. This has impacted slightly on the LCR due to patchy ground cover. Work is planned for improvement in 2022.
  - The forecourt paving requires grouting, and the pond is leaking through the small pavers. There is subsidence on the bridge to the island, and some flagstone pavers are sliding out of place. Works have commenced and are progressing to address the forecourt water feature and cobblestone areas in 2021, with expected completion by December 2021.

***Measure 17:***

Reported annually, this performance measure was introduced November 2020. Since then, year to date figures show a total of 4,340 work orders over eight months. Ninety eight per cent of the work orders received positive feedback or no response following rectification, 13 per cent above target.

## PERFORMANCE CRITERION 7—Design integrity

**TABLE 8:** Performance criterion 7—Design integrity

Effective Stewardship of Parliament House		
Performance Measure	Target	Result
18. Effective functioning of design integrity process	Effective	Effective
19. Effectiveness of design integrity consultation	Effective	Effective

**Criterion Source:** Program 1.1, 2020–21 Portfolio Budget Statements, p.10; Program 1.1, 2020–21 Corporate Plan, pp.24–25.

**Note:** The wording of the 2020–21 performance measures for Design Integrity have been reduced but the intent has not changed.

### Methodology

#### *Measure 18:*

The DISC Unit provides secretariat support for quarterly design integrity meetings, other meetings as needed and facilitates consultation between DPS staff and Ms Pamille Berg AO Hon FRAIA and Mr Harold (Hal) Guida LFRAIA AIA, the joint moral rights administrators for the estate of Mr Romaldo Giurgola AO LFRAIA AIA.

The assessment of how effective the process has been is based on an analysis of the numbers and types of interactions on important capital works and maintenance projects between DPS staff and Ms Berg and Mr Guida.

#### *Measure 19:*

The DISC Unit undertakes a separate qualitative assessment of the level of effectiveness of the design integrity and moral rights consultation processes carried out with Ms Berg and Mr Guida as joint moral rights administrators. This provides an important external measure of the effectiveness of DPS' consultation with these key stakeholders.

---

## Analysis

The functioning and effectiveness of the department's consultation processes on design integrity and moral rights matters have been assessed as effective.

This was achieved, despite restrictions imposed as part of the national response to the COVID-19 pandemic, through regular engagement with the joint moral rights administrators, Ms Berg and Mr Guida, as well as ongoing communication within the department.

Due to COVID-19 restrictions, only two quarterly design integrity meetings were possible in 2020–21. These were attended by both Ms Berg and Mr Guida, the Secretary and relevant DPS executive officers. When meetings were not held, other consultation methods were used for a variety of capital works and maintenance projects. These often occurred when design intent advice was required at milestone points throughout the projects' life cycles. The moral rights administrators provided timely advice (either separately or jointly) on a broad range of issues. These have included:

- accessibility changes
- work health and safety measures, including fire safety and evacuation
- security matters
- information communication and technology changes
- furniture, furnishings and fittings
- art and craft commissioned works, and
- landscape.

An important measure of the effectiveness of our performance over the preceding 12 months is the annual survey of the moral rights administrators. In their combined feedback for 2020–21, Ms Berg and Mr Guida noted that, despite the difficulties imposed by the pandemic, the timeliness with which the department and the DISC Unit have engaged with them on various matters has been both productive and efficient.

The Secretary and the Executive Committee continue to oversee design integrity issues through their regular fortnightly meetings, and the DISC Unit routinely participates in cross-departmental and project board meetings as needed.

In addition, during 2020–21, the DISC Unit updated the design integrity consultation framework. The framework changes provide greater clarity for staff about the importance of and need for consultation with the DISC Unit and Ms Berg and Mr Guida for all capital works projects and maintenance work and on other matters which may have an impact on the design intent of the building. Importantly, these changes have been fully supported by the moral rights administrators as appropriate improvements to that framework.

Given the similarity of the two 2020–21 performance measures, it is intended to combine them into a single measure in 2021–22. The single measure will continue to involve the annual survey of the moral rights administrators and report their views.

## Strategic theme 4 – Effective delivery of the Australian Parliament House works program

### PERFORMANCE CRITERION 8—Precinct services

TABLE 9: Performance criterion 8—Precinct services

Effective delivery of the Parliament House Works Program		
Performance Measure	Target	Result
20. Projects delivered according to planned program milestones	85%	86%
21. Projects delivered within budget against milestones	85%	94%

**Criterion Source:** Program 1.2, 2020–21 Portfolio Budget Statements, p.11; Program 1.2, 2020–21 Corporate Plan, p.24–25.

**Note:** The wording of the performance this year has been changed to emphasise outcomes. This has been achieved by changing from project phase to delivery of project milestones and per cent of the budget changed to achieving budget milestones.

### Methodology

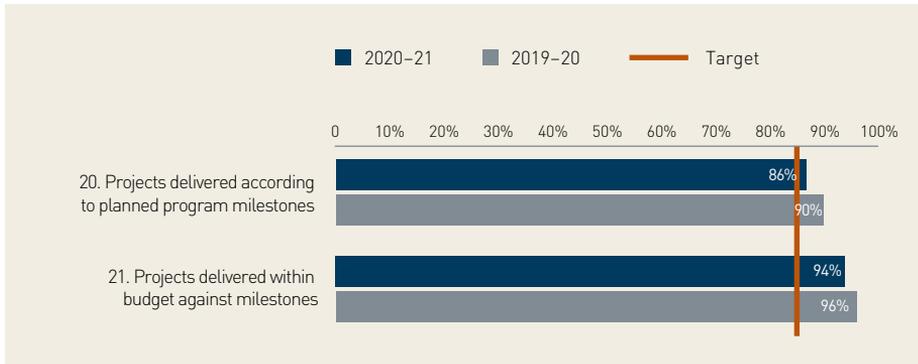
#### *Measure 20:*

Number of capital works projects that fully achieved their target deliverables divided by number of capital works projects. This differs from the previous measure which focused only on whether a project was considered to be in delivery or not. The new measure implements a more mature target to identify specific project deliverables and is directly related to Measure 21.

#### *Measure 21:*

The actual expenditure on capital works projects divided by the total budget.

**FIGURE 8:** Projects delivered to planned milestones and within budget



**Note:** While the wording of the measures differs from 2019-20 to this year, the context is comparable. The results for this year are 86 per cent for performance measure 20 and 94 per cent for performance measure 21. These are compared with results from last year of 90 per cent and 96 per cent respectively. (Source: 2019-20 Annual Report, performance criterion 14, performance measure 23 and 24, p.77)

## Analysis

A standard industry measure of project success is delivering on time and on budget. Given the restrictions of sitting periods, parliamentary activities and the impact COVID-19 has had on project delivery, timeframes are regularly adjusted. This makes it challenging to accurately determine a consistent measure of whether projects are delivered on schedule. Therefore, DPS is tracking each project's performance against predetermined deliverables and outcomes on a quarterly basis. This combined with analysis of whether the capital works program is effective and within budget, provides a picture of whether the program is successfully adapting to the changing environment. Despite the challenges experienced in 2020-21, the capital works program continued to deliver significant progress. At 30 June 2021, 86 per cent of capital projects achieved their target deliverables. Of the 36 active projects within the reporting period, 94 per cent utilised existing budget allocation. Only two projects required additional funding.

There has been significant continued progress on the upgrade works to the kitchens, including completing the Queen's Terrace Café and the Staff Dining Room. The electrical program of work continued steadily, including substantial progress related to replacing the electrical distribution boards and the completion of Mechanical Services Switchboard replacements. The Auxiliary Power Project has seen the delivery and installation of new generators to site, with supplementary systems approaching completion and integrated testing scheduled for later this year. Lift refurbishments were also completed with continued progress on fire safety upgrades, accommodation and accessibility measures.







# PARLIAMENTARY LIBRARY

---

# 4

Parliamentary Librarian's review	56
The Library on a page	59
Overview	60
Summary of financial performance	64
Achievements 2020–21	67
Workforce issues	81
Performance report	84
Financial report	98

---

---

## PARLIAMENTARY LIBRARIAN'S REVIEW

Since its establishment in 1901, the Parliamentary Library has served as a vital source of information, analysis and advice for the Australian Parliament. Our services are confidential, impartial and available on an equal basis to all senators and members of the House of Representatives and parliamentary committees, and to staff acting on their behalf.

This report discusses the Library's performance in financial year 2020–21, a year which continued to be dominated by the evolving COVID-19 pandemic.

### Information, analysis and advice

The Library has again performed strongly against the key tasks and performance measures set out in the annual business plan. Our services were again used by all parliamentarians, and client feedback continued to indicate high levels of satisfaction. Through the financial year over 7,000 new titles were added to the Library's catalogue and some 192,000 items were added to Library databases. Client orientation and training sessions, and Library lectures and seminars—largely delivered online—enjoyed high levels of participation, with the new 'webinar' format proving popular.

All but one of our key performance measures for the timeliness of services were exceeded, the exception being due to a major system outage experienced by a vendor.

We released 295 new or refreshed research publications on a broad range of policy and legislative issues. Notably, the 35th edition of the *Parliamentary Handbook* was published, a comprehensive reference work on many aspects of the Commonwealth Parliament which the Library has maintained since 1915. Library staff answered around 9,000 individual client requests across a broad range of policy and legislative issues. This was significantly less than the 11,000 target, perhaps reflecting disruptions caused by the pandemic to both the traditional parliamentary cycles and Library staff numbers. We will continue to monitor this closely.

### Client evaluation of Library Services for the 46th Parliament

Each Parliament we commission an independent evaluation of our services to measure our performance and to enhance our understanding of service usage and of our clients' changing information needs. The evaluation for the 46th Parliament, which had been delayed by the pandemic, was completed in the last half of the 2020–21 financial year.

I am delighted to say that the evaluation found that the Library is performing very well and remains both trusted and highly valued: 'with all its services found to be well used, [the Library] is providing the services people need and want through a variety of channels and to [a] high quality'.<sup>1</sup>

---

1 Uncommon Knowledge, *Australian Parliamentary Library Client Service Evaluation 2021*, June 2021, p.4.

Satisfaction among parliamentarians and their staff is high (94 per cent) and their likelihood of recommending the Library higher still (100 per cent). The number dissatisfied remained unchanged from the previous evaluation (2017) at one per cent. Satisfaction among committee staff has also improved, pointing to the success of a sustained program of outreach and engagement. The Library performed well on all measures of service delivery. Our work was regarded as authoritative, trustworthy and making a significant and ongoing contribution to informing policy analysis and legislative deliberation, and we again performed strongly on issues of balance, impartiality and confidentiality.

Library staff can be rightly proud that the pandemic appears to have had little impact on the perceived quality of our services. Indeed, the evaluation report noted that clients found the Library 'as responsive and professional as always', providing 'excellent research services and help with policy development during a stressful time'.<sup>2</sup>

The evaluation also notes an increasing demand for key services, combined with shorter time frames for delivery, and points to a number of areas for sustained effort or improvement. In particular, while already receiving good ratings, outreach to both parliamentarians and committee staff remains an important and ongoing focus, as does enhanced guidance and training in the use of our online services, including media monitoring. Improved coordination of complex research requests, earlier access to Bills Digests and improved discoverability of Library information on the parliamentary website and intranet were also identified for improvement. Addressing these recommendations will be a focus for the coming year.

## Digital services

Over many years our annual reports have documented the significant journey of the Library to deliver digital services. It is easy to forget how profound these changes have been. However, it is this foundational work, supported by DPS colleagues in ISD, which have enabled us to shift back and forth between on-site and remote working arrangements and to support our clients as they did likewise at different points throughout the year.

This year we continued to prioritise the digital delivery of services and products to ensure we were able to connect and engage with clients not physically present in Parliament House. This included the use of videoconferencing for consultation with clients on research requests or to deliver seminars and orientations.

We also completed important projects to improve our technology infrastructure and applications, including the launch of a new discovery system to improve access to collection materials. Collaborative initiatives with colleagues in the Office of the Parliamentary Counsel and the Department of the Senate enhanced the preservation and accessibility of important parliamentary records. Another significant achievement was the beta release of the Parliamentary Handbook Online, which enables searching of the Library's data on current and former parliamentarians, ministries, electorates and committees. This is a key milestone in a multi-year project to make this data publicly accessible and more easily used for research. Further improvements are underway to increase the amount of data available and improve the search functionality.

<sup>2</sup> Uncommon Knowledge, *Client Service Evaluation 2021*, op. cit., pp. 5 and 16.

---

The unprecedented shifts in the way the Parliament conducts its business over the last 18 months makes clear that the Library will need to continue to adapt and transform if we are to remain relevant and retain our position as our clients' preferred and trusted source of information and advice. Flexibility and innovation will remain key.

## **The year ahead**

The unpredictable and volatile nature of the COVID-19 pandemic means that maintaining staff wellbeing and a healthy workplace whilst maintaining continuity of service will continue to be at the forefront of our work.

Addressing the recommendations of the client evaluation of Library services will be a focus in the coming year. This will include initiatives to improve the functionality and accessibility of the Library's digital products and services, and training and information resources to assist in their use. We will also consider ways to improve the timeliness of Bills Digests.

Work will also begin in anticipation of the next general or half-Senate election, which will fall within the 2021–22 financial year.

As ever, I close by expressing thanks to the Presiding Officers and the Joint Standing Committee on the Parliamentary Library (JSCPL) for their continuing support for the work of the Library. My thanks go also to the Secretary of DPS and to colleagues across DPS and the other parliamentary departments. Finally, I wish to thank my colleagues throughout the Library for their dedication, expertise and collegiality. The regard in which the Library is held is due to their shared commitment to excellence in supporting the work of the Parliament.

## THE LIBRARY ON A PAGE

### Role

- To provide high quality, impartial, timely and confidential information, analysis and advice to senators and members of the House of Representatives in support of their parliamentary and representational roles.

### Clients

- parliamentarians and their staff
- parliamentary committees
- the Governor-General
- staff of parliamentary departments.

### Governance

- **Presiding Officers**—jointly vested with responsibility for the administration of the Department of Parliamentary Services, including the Parliamentary Library.
- **Joint Standing Committee on the Parliamentary Library**—provides advice to the Presiding Officers on matters relating to the Library.
- **Parliamentary Librarian**—statutory officer responsible for the control and management of the Library, reporting directly to the Presiding Officers and the Joint Standing Committee on the Parliamentary Library.

### Structure

- Parliamentary Librarian
- Office of the Parliamentary Librarian
- Research Branch
- Library Collections and Databases Branch.

### Resource Agreement: 2020–21

- operational funding: \$16.449 million
- capital funding: \$3.825 million
- average staffing level: 137.30 ASL

### Services

- comprehensive library collection for reference and loan
- media monitoring—press, broadcast and social media
- confidential and tailored research and analysis
- mapping (electoral, social-economic and demographic data)
- assistance with parliamentary delegation briefings
- research publications to help inform parliamentary debate, scrutiny and policy development
- 24/7 access to online databases and services
- lectures and seminars and training.

### The library in numbers: 2020–21

- 100% of parliamentarians used the Library's services
- 9,041 individual client requests completed
- 295 research publications released, including 77 Bills Digest
- 13 electorate offices visited
- 7,395 new books and serial titles added to the catalogue
- 48.8% of titles available online in full text
- 192,287 items added to Library databases

---

# OVERVIEW

## Governance

The *Parliamentary Service Act 1999* establishes the office of the Parliamentary Librarian, whose primary function is ‘to provide high quality information, analysis and advice to senators and members of the House of Representatives in support of their parliamentary and representational roles’.<sup>3</sup> The Parliamentary Library is part of DPS’ Program 1. In the DPS Corporate Plan 2020–21, the Library’s services fall under the strategic theme: ‘respond to the changing needs of the Parliament’.

The Librarian reports to the Presiding Officers and to the Parliament in respect of her statutory functions and also to the JSCPL, which advises the Presiding Officers on matters relating to the Library. The Library is also subject to scrutiny by the Senate Finance and Public Administration Committee as part of regular Senate estimates hearings.

The Library’s primary clients are senators, members and parliamentary committees. Other client groups include parliamentarians’ staff, staff of the parliamentary departments and the Governor-General. Service entitlements for all clients are outlined in the Parliamentary Library Statement of Client Services as approved by the JSCPL.

## The Joint Standing Committee on the Parliamentary Library

The JSCPL is appointed each Parliament to:

- consider and report to the Presiding Officers on any matters relating to the Parliamentary Library referred to it by the President or the Speaker
- provide advice to the President and the Speaker on matters relating to the Parliamentary Library
- provide advice to the President and the Speaker on an annual Resource Agreement between the Parliamentary Librarian and the Secretary of DPS, and
- receive advice and reports, including an annual report, directly from the Parliamentary Librarian on matters relating to the Parliamentary Library.

The JSCPL for the 46th Parliament was established by resolution of the House of Representatives and Senate on 4 July 2019 and 22 July 2019 respectively. The following senators and members served on the JSCPL in 2020–21:

- Senator Dean Smith (Joint Chair)—to 13 May 2021
- Senator Wendy Askew (Joint Chair)—from 18 June 2021
- Ms Anne Stanley MP (Joint Chair)
- Dr Katie Allen MP
- Senator Catryna Bilyk
- the Hon Anthony Byrne MP—to 11 November 2020
- Ms Sharon Claydon MP

---

3 *Parliamentary Service Act 1999*, subsection 38B(1)

**FIGURE 9:** Joint Standing Committee on the Parliamentary Library as at 30 June 2021

The Joint Standing Committee on the Parliamentary Library. (Top left to bottom right): Senator Wendy Askew (Joint Chair); Ms Anne Stanley (Joint Chair); Dr Katie Allen; Senator Catryna Bilyk; Ms Sharon Claydon; Senator Sue Lines; Ms Gladys Liu; Senator Andrew McLachlan, Senator James Paterson; Mr Gavin Pearce, Mr Rowan Ramsey and Mr David Smith (Image: Auspic).

- Senator Sue Lines
- Ms Gladys Liu MP
- Senator Andrew McLachlan—from 13 May 2021
- Senator James Paterson
- Mr Gavin Pearce MP
- Mr Rowan Ramsey MP, and
- Mr David Smith MP—from 11 November 2020.

The JSCPL met privately on 4 December 2020, 19 March 2021 and 18 June 2021, and considered, *inter alia*:

- the Parliamentary Library Resource Agreement 2021–22
- the client evaluation of Library services for the 46th Parliament
- the appointment of the Australian Parliamentary Library Fellow
- the Library’s Subject Indexing Review, and
- the beta release of the Parliamentary Handbook Online.

The JSCPL also met informally on 3 September 2020.

---

## Structure

The Parliamentary Library comprises the Parliamentary Librarian and the employees of DPS assisting her.<sup>4</sup> The Library's Executive is:

- Dr Dianne Heriot, Parliamentary Librarian
- Jonathan Curtis, Assistant Secretary, Research Branch and
- Heather Walsh, Acting Assistant Secretary, Library Collections, and Databases Branch.

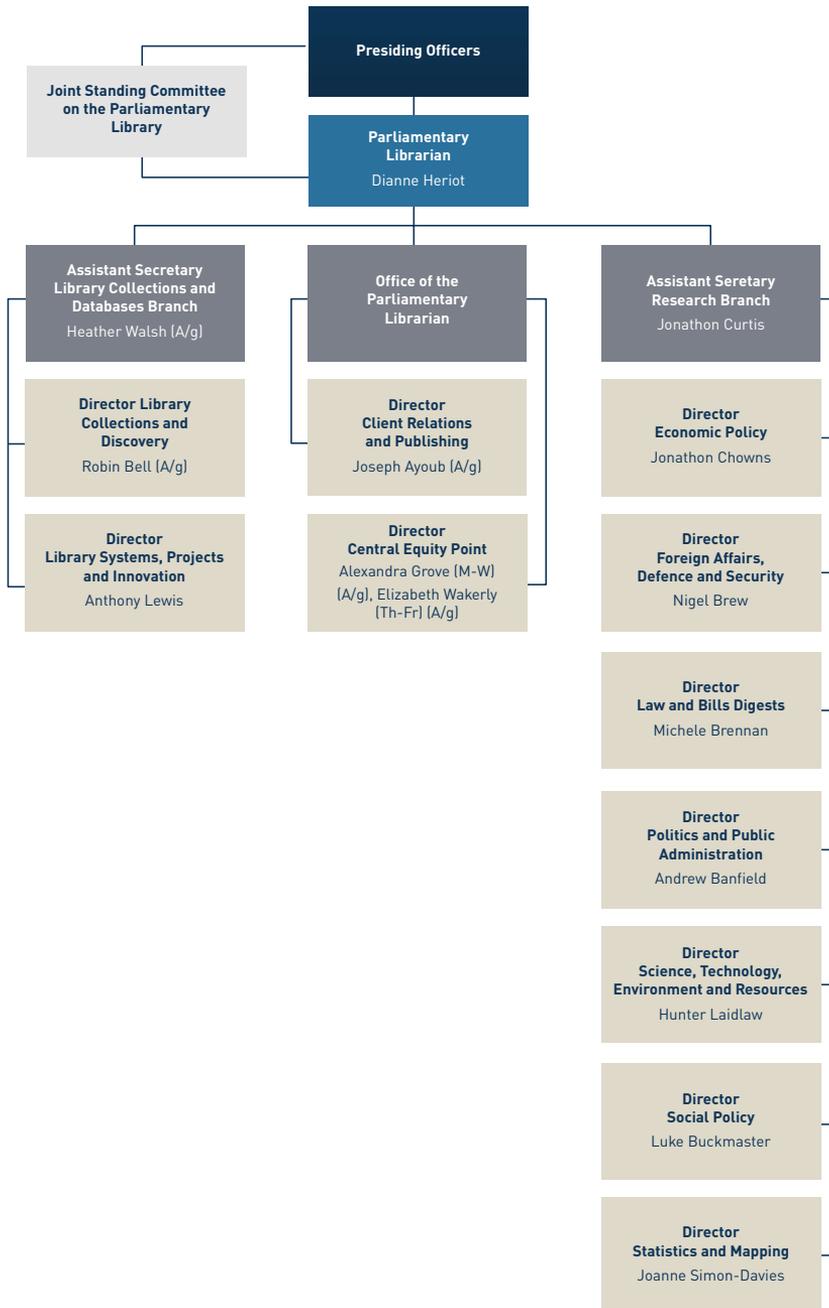
The Library's structure comprises:

- the Office of the Parliamentary Librarian—which comprises the Library's executive support officers; the Library's Web Publishing Unit; the Director, Client Relations, who co-ordinates outreach, orientation and training services for parliamentarians, their staff and other parliamentary staff; and the Central Enquiry Point, which manages the main Library reference desk and the Senators and Members Reading Room.
- Research Branch—which provides information, research and analytical services, including commissioned research, publications and statistical and mapping services.
- Library Collections and Databases Branch—which develops and manages access to the Library's print and electronic resources.

---

<sup>4</sup> *Parliamentary Service Act 1999*, subsection 38A(2).

FIGURE 10: Parliamentary Library organisational structure (as at 30 June 2021)



---

## SUMMARY OF FINANCIAL PERFORMANCE

### Parliamentary Library Resource Agreement

The *Parliamentary Service Act 1999* requires that the Librarian and the Secretary DPS make an annual agreement specifying the resources that will be provided to the Library.<sup>5</sup> The Agreement must be made between the Secretary and the Parliamentary Librarian and approved by the Presiding Officers in writing after receiving advice about its contents from the JSCPL.

The Resource Agreement helps assure the Parliamentary Librarian's continued independence and enables parliamentary scrutiny of the Library's resourcing.

The 2020–21 agreement was signed by the Parliamentary Librarian and Secretary DPS on 4 June 2020. The JSCPL considered it at its meeting on 12 June 2020 and resolved that the Joint Chairs write to the Presiding Officers recommending its approval. The agreement was approved by the President on 26 June 2020 and by the Speaker on 21 July 2020.

### Financial performance

The Resource Agreement 2020–21 provided:

- an operating budget of \$16.449 million
- a capital budget (used for the Library collection and minor capital projects) of \$3.825 million, and
- an average staffing level (ASL) of 137.30.

Actual expenditure was \$15.335 million in operational funding and \$3.395 million in capital funding.

Employee costs accounted for the majority of the Library's budget, with the remaining funds largely spent on the collection.

Expenditure on the Library collection (supplier costs) in 2020–21 was:

- information resources (including database and news services subscriptions)—\$2.251 million (operational funding)
- reference serials and monographs—\$0.522 million (capital funding), and
- press clips—\$0.132 million (capital funding).

With regard to employee costs, collectively, at 30 June 2021, the Library underspent on employee costs by seven per cent. The Library began the financial year under its budgeted establishment due to a recruitment pause during the early stages of the pandemic. Though recruitment activity continued throughout the reporting period, the combination of rolling restrictions and a highly competitive local employment market caused delays in filling positions.

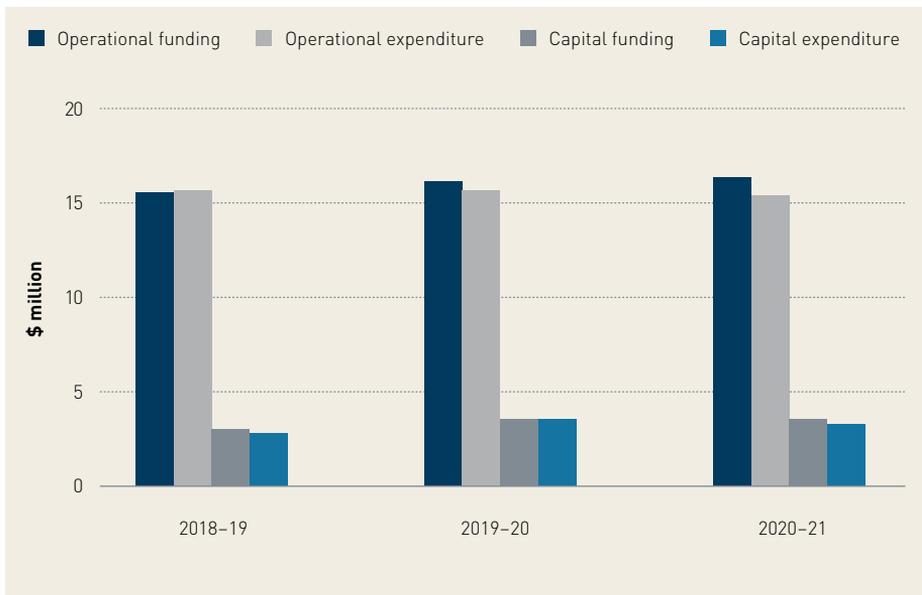
---

5 *Parliamentary Service Act 1999*, section 38G.

There was an 11 per cent underspend in capital due to underspends in small library systems, data remediation and the RFID replacement program, which were delayed due to ISD resources being redirected to critical projects. Overspends in collection and database costs reflect a program of increased acquisitions to support clients working remotely. [Digital monographs are generally more expensive than print.]

A more detailed breakdown of budget and actual expenditure can be found in the financial tables.

**FIGURE 11:** Parliamentary Library budget and expenditure 2018–19 to 2020–21



The Library collection is formally revalued every three years by an independent professionally qualified valuer, using the fair value principle. As at 20 April 2021, the fair value worth of the Library collection was \$6.422 million. This does not include the value of the Library's digital collection.

**FIGURE 12:** Parliamentary Library budget 2005–06 to 2020–21



## Financial outlook

The Librarian and the Secretary DPS agreed the Library's 2021–22 resource agreement on 4 June 2021. It was considered by the JSCPL at its meeting of 18 June 2021 and signed by the Presiding Officers 21 July 2021. The Library will receive:

- operational funding: \$16.879 million
- capital funding: 3.795 million, and
- ASL: 140.77.

## ACHIEVEMENTS 2020–21

### Delivering high quality library and research services

#### Evaluation of the Parliamentary Library's services

The Library conducts a formal review of the needs of clients once in every Parliament to assist it to:

- measure satisfaction levels with library and research services
- gain insights into the use of services, and
- determine the direction of future information and service delivery.

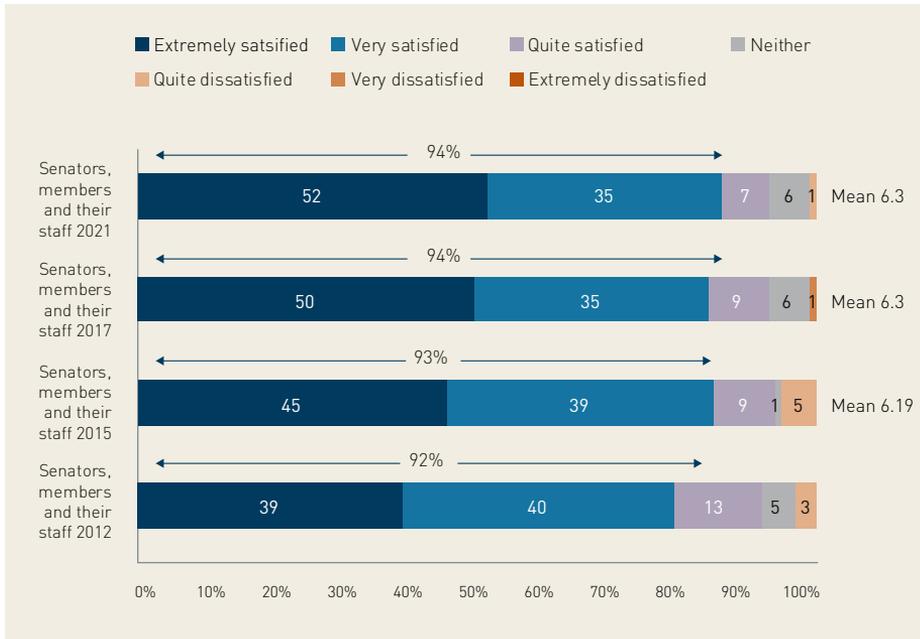
The approach to market for the evaluation of Library services for the 46th Parliament was deferred until July 2020 due to COVID-19 related restrictions. Following a request for quotation, the contract for the Library's evaluation for the 46th Parliament was awarded to Uncommon Knowledge, a Canberra based consultancy which had also undertaken the 2017 evaluation. Uncommon Knowledge conducted face-to-face interviews with 48 parliamentarians and their staff, and two focus groups with committee staff. This was followed by an online survey that was completed by 126 parliamentarians and their staff, and 22 committee staff. The response of parliamentarians and staff to Library staff and services was very positive; the Library continued to score well against all performance measures, with some significant increases.<sup>6</sup>

Satisfaction among parliamentarians and their staff remained high at 94 per cent, and 100 per cent would recommend the Library to a colleague. Responsiveness, professionalism and high-quality research were all cited as reasons for satisfaction. Trust in the Library as a source of information was high at 99 per cent, and there was also high regard for the standards of scholarship and expertise at 96 per cent. Satisfaction among committee staff also increased (to 91 per cent) reflecting the efforts made by the Library to improve services to this client group. Committee staff also spoke highly of the responsiveness, professionalism and quality of the Library's services.

---

6 Uncommon Knowledge, *Client Service Evaluation 2021*, op. cit.

**FIGURE 13:** Satisfaction with the Library's services



Pleasingly, the increase in the 'extremely satisfied' rating has been sustained, and there were no responses against 'extremely dissatisfied' or 'very dissatisfied'. To sustain high levels of satisfaction over a long period of time, with an overall upward trend, requires a focus on continuous review and improvement to remain relevant to clients' needs, and to the extent possible, anticipating their future needs and preparing for them.

Under these headline figures, there were significant increases in the satisfaction levels against all performance measures for responding to requests. In particular, there were significant increases in the number of respondents who indicated 'all the time' for quality, accuracy, timeliness and confidentiality. Similarly, senators, members and staff who reported that the Library staff 'go the extra mile/display initiative' went from 82 per cent to 89 per cent. Parliamentarians, their staff and parliamentary committee staff gave very high satisfaction ratings to the Library outreach activities they had experienced. The latter two results are notable in that they reflect core aspects of our client services which had been identified as a priority area for improvement in the previous evaluation.

Library services were well used by parliamentarians and their staff: research services (97 per cent); publications, including Bills Digest (92 per cent); media monitoring (94 per cent); data and statistical analysis (89 per cent); online newspaper subscriptions (88 per cent); the Electronic Media Monitoring Service (86 per cent); other online resources (84 per cent); and newspaper clipping archive, the Library collection and mapping services (all 80 per cent).

Unsurprisingly, there was an increase in the use of online services in 2021. This was an area identified for improvement to make online material easier to find and use. The evaluators made twelve recommendations, addressing:

- client outreach, orientation and training
- easier access to news services
- earlier provision of Bills Digest material
- research coverage and better coordination of client advice, and
- client request tracking.

The evaluation report was discussed by the JSCPL in June 2021. The findings were also discussed at a whole of Library meeting in July. The report will be published on the Parliament of Australia website to help ensure transparency in the Library's operations.

Responding to the recommendations arising from the evaluation will be a key priority for the Library in 2021–22 and 2022–23.

More information relating to the evaluation is contained in the Library's performance report.

## Client Outreach

Outreach remained a focus of the Library's work. Orientations and training were largely delivered online. However, where safe and practicable, some were delivered face-to-face.

We were able to conduct one round of electorate office visits in 2020–21, meeting with 42 staff across 13 offices in South Australia. Proposed visits to regional NSW and Victoria did not proceed due to COVID-19 restrictions. In keeping with our focus on personalised services, we continued to offer 'face-to-face' meetings and briefings (including online) to better enable clients to explore advices, refine the issues and sometimes commission new research on matters of interest. Such interactions develop a clearer understanding of client needs, priorities and preferences and lead to research products that are better tailored to fit the client's purpose.

Pleasingly, the Library's outreach services were rated very highly by clients in the 2021 evaluation, with 78 per cent indicating they were 'extremely' or 'very' satisfied with the services (and there were no 'dissatisfaction' scores). Satisfaction with outreach services was driven by the appreciation and value of relationships formed. The capacity to 'talk things through' with a researcher was seen as a very valuable service.

The success of this outreach is also evident in the fact that 100 per cent of parliamentarians used the Library's services in the reporting period.

## Client requests

Senators, members and parliamentary committees and the staff that support them are able to commission research from the Library and to receive tailored responses by an agreed deadline. This includes one-on-one or group briefings, reports and memoranda, maps, statistics and other research products for individual parliamentarians as well as analysis and information in support of committee inquiries and parliamentary delegations. This work forms the core of our research services.

The 2021 client services evaluation found that research services remain the most often used of all Library services, with 97 per cent of parliamentarians and their staff using them to some degree; they continue to be rated very highly.

In the reporting period, the Library provided over 9,041 such advices and spent 43,161 hours in their preparation.

**TABLE 10:** Client requests completed in 2020–21

Source	Number
Senators	2,745
Members of the House of Representatives	5,181
Parliamentary committees	167
Departments, reciprocal arrangements and other	948
<b>Total</b>	<b>9,041</b>

This metric is further discussed in the performance report.

## Research publications

In addition to commissioned research, each year the Library produces general distribution publications which range from short, topical blog posts to Bills Digests that provide senators and members with an impartial and independent explanation and commentary on Bills as they come before the Parliament.

Although produced for the Library's clients, these publications have a broader benefit as they are published on the web and are available to inform the public debate on important social, economic and legal issues.

The Library published 295 publications during the reporting period.

Reflecting the priority placed by the Library on supporting the legislative and chamber work of the Parliament, the largest single category of publication was Bills Digests. The 2021 client evaluation of Library services found that 92 per cent of parliamentarians and their staff used the Library's research publications, a five per cent increase since the previous evaluation.

Web usage data also indicates that Library publications continue to be widely accessed (based on the number of page visits).

## Lectures and seminars

The Library continued to deliver a diverse program of lectures and seminars, reflecting the broad scope of Parliament's policy interests. These events offer parliamentarians and their staff an opportunity to hear from some of Australia's leading experts in their fields. We continued to focus on online delivery due to uncertainties created by the pandemic; and the evaluation showed that parliamentarians and their staff welcomed the flexibility of this delivery mode. Although the program was disrupted by COVID-19, the Library offered 17 lectures and webinars in 2020–21.

A feature of the past year's lecture program was our collaboration with the Australian Council of Learned Academies (ACOLA) to deliver six webinars on such diverse topics as 5G technologies and emerging strategic issues in Antarctica. We look forward to continuing our collaboration in the coming year.

## A Library collection curated to meet the needs of Parliament

The Library's collection is carefully managed to ensure it remains current and that we get best value for money from our acquisitions budget. It is a steady state collection, maintained at around 150,000 monograph titles and some 52,000 individual print journal titles. There are just under 100,000 electronic monograph and journal titles, and the Library subscribes to a number of large aggregated services—as well as providing access to material created by the Library (such as research publications and digitised material).

The Parliamentary Library purchases electronic versions of materials in preference to print/hardcopy so that parliamentarians have access to this information regardless of time or location. In 2020–21 approximately 80 per cent of the collection budget was spent on electronic resources. Over 90 per cent of serial titles and over 34 per cent of monograph titles are available in full text online. Recognising that we cannot meet every need from the Library's own collection, we supplement it as necessary through interlibrary loans, particularly from the National Library of Australia.

Expenditure on the Library collection in 2020–21 amounted to almost \$3.4 million (operational and capital funding, including capitalised salaries).

Almost half of the collection is now in digital format; and a large portion of that is sourced on a subscription basis from overseas based suppliers. Accordingly, the Library's purchasing power is affected by fluctuations in the value of the Australian dollar. Throughout 2020–21, acquisition staff negotiated with domestic and international vendors to ensure subscriptions were renewed at the best price possible.

---

## Enhancing digital access and service

The Library continues to increase the range and depth of its digital resources so that senators and members can access collection material regardless of time or location. We have had for several years a 'digital first' acquisition policy which has served us well over the past 12 months with clients and staff alike transitioning between office based and remote work arrangements.

In 2020–21 the Library delivered an expanded e-magazine offering through the Overdrive platform and Libby app, taking the available titles past 2,000, up from the 15 previously available on RBdigital.

This platform also allows easier access for clients through Single Sign On and enabled our first foray into the world of audiobooks. The trial audiobook collection has been popular, seeing loans run at 141 per cent in its first month (that is 82 loans on a 58 item collection). The Library will look at expanding titles as funds allow.

We have also continued our work to make collection material easier to find and use.

In 2020–21 the Library launched our upgraded Integrated Library System (ILS), and our new federated search solution. SirsiDynix was chosen for the ILS, as an upgrade to our previous SirsiDynix systems, and digital repository and EBSCO Information Services for the Discovery system. The two combine to provide a single search function across our print, digital and database holdings. These projects have ensured that Library systems are supported and fit for purpose in terms of both our present requirements and the future strategic direction, with a strong focus on accessibility and convenience for clients. Completion of these projects had been delayed in 2019–20 due to the impact of COVID-19 on the availability of key specialist vendor and DPS ICT staff.

## Digitisation and digital preservation

Digitisation of contemporary and historic records remains a high priority for the Library, with significant milestones having been achieved since the digitisation program began in 2014–15. Previous financial years saw the digitisation of the historic press releases, the Prime Ministers' collections, biographical 'condolence' packs and the *Parliamentary Papers Series 1901–2012* as well as the Library's own research publications.

## Collaborative projects

Two major projects were undertaken in collaboration with other agencies.

In June 2019, the Library began work with the Department of the Senate to enhance online access to the Senate Tabled Papers collection (1902–2013), which had been hosted on an external vendor's repository. The project was completed in 2020–21, resulting in 261,020 papers (some nine million images) being uploaded into ParInfo and creating a unified digital collection.

Through the project, the Library and Table Office worked together to identify errors and locate documents missing from the Senate original online database, and the Library enriched metadata and optical character recognition (OCR) capability for each file, carried out quality assurance and loaded them into the ParlInfo Search database. Files were also converted into formats that meet current preservation standards. It was work that required meticulous care, and the success of the project points to the benefits of collaborative endeavours such as these. The project has improved both the preservation and accessibility of this important collection. The old repository has been decommissioned, making ParlInfo the single source of access to this collection and enabling the Senate Tabled Papers dataset to be searched in its entirety, from 1901 to the present day.

The second partnership, with the Office of Parliamentary Counsel, saw Bills and Explanatory Memoranda introduced in the House of Representatives from 1901 to 1996 digitised, quality assured and made available in ParlInfo. This collection includes 11,124 Bills and 2,919 Explanatory Memoranda. Documents from 1996 to 2001 will be completed during 2021–22, completing the project.

### Data remediation

The Library has not only been turning print collections into digital: it has also been assessing older digitised collections for their ongoing accessibility and utility as digital processes improve. As part of this process a diversity of staff skill sets is required, and developers have joined the Digitisation Projects team to assist in the development of tools to automate these processes to the extent possible.

In 2020–21, progress was made on a number of remediation projects:

- *EMMS metadata remediation*: The EMMS collection contains radio and television news and current affairs programs, with many of its files having been migrated from earlier systems dating back to 1990. Since the collection began, there have been significant changes to the way in which metadata records are formatted and stored. We have a project underway to update these records to meet current standards and to enhance their discoverability. Library staff developed a software tool to enable the bulk remediation of common metadata fields; and by the end of the reporting period 191,181 records were successfully updated.
- *Historic Hansard remediation*: Last year’s annual report discussed data issues in a number of XML files for Hansards 1901–1980, which had been digitised in 2009–10. The errors are primarily missing fragments or errors in attribution or in procedural headings due in large part to changes to the format of the parliamentary debates over the years and the difficulties this creates for structuring XML schema and ensuring consistency in metadata. Library staff developed a software tool to facilitate remediation work and improve navigation within and searchability of historic Hansard files. This work will continue in the new financial year.

---

## Supporting the Parliament's engagement with the community and with parliamentary strengthening activities

### Parliamentary history

The Parliamentary Library, like all legislative libraries, has an important role in chronicling the history of the Parliament. This underlies much of the work of our Politics and Public Administration team and is reflected in many research publications, including the *Parliamentary Handbook* and the 'Wadsworth' database; the biographies of parliamentarians; condolence books; annual chronologies of events in Parliament; and other regular papers addressing elections, electoral boundaries, the composition of parliaments by party or gender, or voting and crossing the floor.

This year's activities also included Library lectures on Country Party MP and Deputy Prime Minister Earle Page by Dr Stephen Wilks and on 'Becoming Curtin and Scullin' by Dr Liam Byrne, as well as ongoing work on several significant projects detailed below.

### ***The Parliamentary Handbook***

In December 2020 the Library published the 35th edition *Parliamentary Handbook*, covering the 46th Parliament—maintaining a series begun in 1915 at the request of the Library Committees. December 2020 also saw the release of the Parliamentary Handbook Online in its beta version.

Previous annual reports noted the completion of the Wadsworth database containing the digitised biographies of all Commonwealth parliamentarians since 1901, including information about their state and territory parliamentary service. The first tranche of data is now available through the Parliamentary Handbook Online and enables easy public access to and searching of information about current and former parliamentarians, ministries, electorates and committees.

The Library is continuing its work to consolidate a digital record of all parliamentary committee service since 1901, to be incorporated into the existing Wadsworth database and made publicly available through the online *Parliamentary Handbook*. Across 2021–22 further enhancements are planned, to provide users with access to additional datasets and increasingly interactive experiences, including exporting data to facilitate research.

### *The 'First Eight' project*

Launched by the Presiding Officers in March 2018, the 'First Eight' is a collaborative project of the Australian Parliamentary Library, the National Museum of Australia, the National Archives of Australia, the Victorian Parliamentary Library and the Australian National University (ANU) Australian Studies Institute. The project incorporates a series of events, monographs, and lectures focusing on the first eight prime ministers of Australia.

In early December 2020, Canberra historian Dr Headon delivered a Parliamentary Library lecture on Australia's first Prime Minister Edmund Barton. The lecture coincided with the launch of the Parliament House exhibition 'Sir Edmund Barton: Life, times and Federation', to which the Library also contributed. December also saw the President of the Senate, the Hon Scott Ryan, make introductory remarks at the launch of the second monograph in the First Eight series: *George Houstoun Reid—Forgotten Founder*, written by Dr Headon.

Work also continued on our publication series *From our Special Correspondent*—a project to publish the first full collection of Deakin's anonymous letters to the *London Morning Post* from 1901 to 1914. Five volumes were published over the financial year covering the period 1902 to 1906. All are available for purchase from The Parliament Shop or for free download from [www.aph.gov.au](http://www.aph.gov.au).



Dr David Headon, Senate President Scott Ryan and DPS Secretary Rob Stefanic at the launch of *George Houstoun Reid – Forgotten Founder*.

---

## Historical Memorials Collection Project

In 2020–21 the Parliamentary Library embarked upon a collaborative project to help commemorate the 110th anniversary of the Parliament's Historical Memorials Collection (HMC).

The HMC is Australia's longest-running commissioning collection. Founded by Prime Minister Andrew Fisher in 1911, the collection features portraits of federal parliamentary, judicial and vice-regal figures, and of events and people of particular significance in the Parliament's history.

In collaboration with the departments of the Senate and the House of Representatives and with the DPS Art Collections Section, the Library is preparing a series of short monographs featuring the portraits and brief biographies of each artist and sitter. It is anticipated that the monographs will be released by the end of the calendar year to coincide with a commemorative HMC exhibition. The biographies will also be used to enrich information available about the story of our Federal Parliament to visitors to the building or online at [www.aph.gov.au](http://www.aph.gov.au).

## Parliamentary Library Fellowship

The Australian Parliamentary Fellowship was offered for the first time in several years. Its objective is to contribute to scholarship on the Parliament and its work and to support early career scholars (that is, those who have completed a PhD within the past three years). The fellowship provides an opportunity for researchers to conduct research into areas of direct interest to the Parliament, including the way that Parliament and parliamentarians operate, or the way a broad issue in national politics is dealt with in Parliament. The Fellow is employed in the Research Branch of the Parliamentary Library for up to six months full-time, with provision for part-time or broken periods of employment.

The fellowship is application based and selection is made by the Fellowship Sub-Committee of the JSCPL. Dr Elizabeth Buchanan was selected from a strong field and commenced in early May 2021. During her time with the Library, she will prepare a research monograph on strategic competition in the Antarctic, as well as several seminars.

## Summer scholarships and intern programs

Due to COVID related constraints, the Library did not offer its Summer Scholar research or Australian National Internship Program but anticipates a return to normal involvement in the coming year.

One person completed a professional work placement with the Library as part of their studies for an Australian Library and Information Association accredited qualification in library and information services (LIS). Such industry placements are an assessable course requirement and enable the next generation of LIS professionals to gain valuable professional experience. Since 2014, 17 interns from around Australia, four of whom are currently employed in the Library, have participated in this program.

## Parliamentary Library Associates

In 2011–12, the then Parliamentary Librarian established an adjunct position of Parliamentary Library Associate to help build and sustain relationships between the Library and individuals with demonstrated expertise in issues of interest to the Parliament.

Associates sign an agreement with the Parliamentary Librarian granting access to the Library collection, in association with the preparation of research products and assistance to the Library’s research specialists.

Dr Headon, a historian and visiting fellow at the Research School of Humanities and the Arts at the ANU, continued as an Associate as part of the ‘First Eight Project’.

In 2020–21 Dr Alison Alder, formerly an Associate Professor at the ANU College of Arts and Social Sciences, took up an appointment as a Library Associate. Dr Alder had previously produced ‘onetoeight’, a series of prints on Australia’s first prime ministers, as part of a fellowship with the Australian Prime Ministers Centre. During her time with the Library, Dr Alder will undertake research for a second print series on Australian prime ministers.

## National and international professional networks

The International Federation of Library Associations and Institutions (IFLA) is the leading international body for library and information services. The Library and Research Services for Parliaments Section (IFLAPARL) brings together specialist legislative information services from around the world. The Assistant Secretary Research Branch is a member of the Standing Committee administering IFLAPARL. IFLAPARL continues to act as a focal point for distributing information from parliamentary research services about the pandemic. Work is underway to convene a virtual conference later in the 2021 calendar year.

The Library remains active in the Association of Parliamentary Libraries of Australasia (APLA), a collaborative network of federal and state parliamentary libraries in Australia, New Zealand and Papua New Guinea. This included participation in the Association’s virtual parliamentary research symposium.

The Library continues to manage the APLA website and that of the Association of Parliamentary Librarians of the Asia Pacific.

---

## **Assistance to other parts of DPS and other parliamentary departments**

Collaboration plays an important part in the Library's work.

Since July 2014 the Library has selected and recommended politically themed book titles for sale in The Parliament Shop. Over this period, the Library's acquisitions team has recommended 847 titles (70 in 2020–21), helping ensure that The Parliament Shop is the 'go-to' place for politically themed books.

The Library also provided specialised indexing services to DPS for the 2019–20 annual report. The use of in-house Library skills to achieve this legislative requirement further contributes to the Library's performance measure of supporting the Parliament's engagement with the community.

Staff from the Library's Statistics and Mapping Team worked with staff from the Department of the Senate to develop its Senate committee hearings map – a resource developed to mark the 50th anniversary of the establishment of the current Senate committee system. The Library team designed and built the website in Tableau from data provided by the Senate Procedure and Research Section.

## **STRENGTHENING OUR STAFF CAPABILITIES**

### **Mentoring trial**

In 2020, the Committee Offices of the House of Representatives and Senate and the Research Branch in the Parliamentary Library agreed to conduct a trial mentoring program. The program had its origins in staff proposals for mentoring and was included in the Library's Workforce Development Plan.

A mentor acts as a guide to help a mentoree define, understand and pursue their goals. The goals are specific to each individual and can be about, for example getting a promotion, adjusting to a new role, or guiding training and development.

An initial trial of the program was based on a recognition that delivering successful mentoring schemes are more difficult than may at first appear. Sixteen people participated in the trial as mentors and mentorees, and the results of the trial were very positive. Participants (both mentors and mentorees) reported enjoying and benefiting from the mentoring relationship.

They reported participating for a variety of reasons, ranging from managing specific difficult issues to establishing themselves in a new team or role, and enjoyed the perspectives of issues from people in other parliamentary departments. It is likely the parliamentary departments will run further joint mentoring programs in the coming year.

## Training and staff capability

Library staff require a complex mix of skills and knowledge to deliver ‘fit-for-purpose’ research and information services to parliamentary clients. An important way in which our teams add value is through the knowledge and skills specific to their own job combined with an understanding of the parliamentary environment, including legislative and committee processes, who does what across the parliamentary departments and thus what will be most useful to our clients.

The Library’s workforce plan, and training and development plans were created to detail these issues and plan how we build and maintain this crucial capability. This shapes delivery of in-house courses and seminars as well as individual learning. The provision of in-house training has become more important over the past 18 months as many of the conferences and other professional development opportunities that Library staff would normally participate in have been cancelled or postponed.

This year our in-house training included two Study of Parliament courses plus courses on advanced writing, understanding legislation, client service, team building, writing Bills Digests, ParlInfo search and coaching skills. Coaching is one of the supervisors’ roles—the others being leadership and management—that is least understood but is an important aspect of guiding the professional development of their team. As part of its general training program, all Library supervisors will have the opportunity to undertake coaching training, and a first course was held in November 2020.

In light of the continuing pandemic, maintaining mental health and resilience has been essential for staff well-being, and the Library held a refresher mental health seminar that built on last year’s seminar. Many of the Library’s supervisors have also been trained in Mental Health First Aid, and we will continue to encourage supervisors to maintain these skills.

DPS’ implementation of Microsoft Office 365 has seen staff learn new skills in video conferencing and demonstrating library resources to clients via desktop sharing. An improvement in the Library’s videoconferencing infrastructure and skills will see an increase in collaborations on these platforms into the future.

A number of Library staff participated on parliamentary interdepartmental working groups during the year. The staff provided technical and administrative expertise on archival storage and digital preservation working groups. The collaboration on these working groups increases staff capability and the sharing of knowledge across the parliamentary departments as well as addressing critical issues of collection maintenance whether in print or digital format.

Recognising that the priority areas for learning do not remain static, the Research Branch has revised and updated the Learning Plan and formed a Learning Working Group comprising staff from all sections that will provide feedback on learning activities plus suggestions for meeting identified competencies and ways to better share in-house expertise.

---

## Reviews

The Library has a rolling program of internal reviews of structures and processes to ensure that these continue to be 'fit for purpose' and represent best uses of resources. The Indexing Activities Review was completed in 2020–21.

The Library has had a longstanding practice of undertaking comprehensive subject indexing of newspaper clippings, journal articles, Library publications and various other items selected for its ParInfo Search databases to ensure ready access to collection material. The subject terms for this indexing were drawn from an in-house thesaurus which the Library also maintained.

The subject indexing practice reflected a time when print newspapers and journals were predominant and fairly stable in number. It was also a holdover from when resourcing was less constrained, as subject indexing and thesaurus maintenance are labour intensive even with the automated elements for newspaper clippings previously introduced. The proliferation of new media and digital publications has meant that the Library is no longer able to quality assure the growing quantity of machine-generated indexing or maintain the currency of the thesaurus. This was resulting in subject searches becoming less reliable.

This review found that the status quo could not continue and concluded that it did not represent the best use of resources. It confirmed that technology has transformed the landscape of online searching and that research needs can now be met by keyword searching across the full text of the database. It noted that there were not only significant opportunity costs in not changing course but also an increasing impact on the staff morale. Subject indexing of new material ceased on 30 December 2020. The Library Databases team developed a transition program including remediation of work unable to be completed during the heavy 2020 media cycle and adoption of new tasks to add value to Library services.

## WORKFORCE ISSUES

### Overview

At 30 June 2021, the Library's workforce comprised 151 staff:

- Office of the Parliamentary Librarian (OPL)—17 employees (14.9 FTE)
- Library Collections and Databases Branch (LCDB)—45 employees (43.7 FTE), and
- Research Branch (RB)—89 employees (77.4 FTE).

During 2020–21, the Library workforce:

- increased slightly from 146 to 151 employees, and in FTE from 130.6 (at 30 June 2020) to 136.0 (at 30 June 2021), 31 (21 per cent) of whom were non-ongoing, and
- had a median age of 47 years (down slightly from 47.5 years in 2018).

### Age profile

At 30 June 2021, 28 per cent of the Library's ongoing employees were aged 55 years and over; a further 27 per cent will move into that age cohort within the next 10 years. The age profile of the Library's ongoing employees remains older than that of the Australian Public Service (APS); the proportion of ongoing employees aged 55 years and over (31 per cent) is much higher than that of the APS (19.5 per cent).<sup>7</sup>

The Library's relatively older age profile has been evident for some years, but is less pronounced than it was just over a decade ago; the proportion of ongoing employees aged 45 years and over fell from 71 per cent in 2009<sup>8</sup> to 54 per cent in 2021.

### Classification

Given the nature of much of the work undertaken in the Library, the classification profile remains concentrated at PEL 1, with 41 per cent of ongoing employees being at the level—the majority of whom are in Research Branch. In contrast, only 20 per cent of ongoing APS employees are at the equivalent EL 1.<sup>9</sup>

The proportion of employees at middle management (PEL 2) is 8.3 per cent which is slightly lower than the APS average of 8.9 per cent of ongoing employees.<sup>10</sup>

Another measure of classification profile is span of control: at June 2021, the Library had 10.8 ongoing employees at lower classifications for each PEL 2, similar to 10.0 for the APS.<sup>11</sup>

7 Australian Public Service Commission (APSC), APS Statistical Bulletin December 2020, Table 24.

8 *Department of Parliamentary Services Annual Report and Financial Statements 2008–09*, p. 41.

9 APSC, *op cit.*, Table 24.

10 APSC, *op cit.*, Table 24.

11 APSC, *op cit.*, Table 24.

---

## Employment status

As noted earlier, the Library's non-ongoing workforce at June 2021 accounted for 21 per cent of all employees, one percentage point lower than June last year.

Non-ongoing employees are generally engaged to replace staff on long leave, to work on specific projects, to meet demands in peak periods and while recruitment processes are underway. Using fixed-term positions (one or two years) also allows flexibility to redirect resources according to business needs as new areas of interest to the Parliament emerge or as the level of the Library's funding varies year to year.

The proportion of non-ongoing employees in the Library is substantially higher than in the APS (12 per cent),<sup>12</sup> reflecting the sessional nature of many of our work patterns. The Library continued to maintain its temporary employment register to help support this demand.

## Recruitment

During 2020–21, there were 28 new external employees recruited. Nine were ongoing and the remainder were engaged on a fixed-term or sessional basis:

- Research Branch recruited 24 new employees (nine ongoing and 15 non-ongoing)
- Library Collections and Databases Branch recruited two non-ongoing employees, and
- the Office of the Parliamentary Librarian recruited two non-ongoing employees.

## Separations

Thirty-one staff left the Library during 2020–21: 20 were ongoing employees and the remainder were non-ongoing on fixed-term or sessional contracts. The most common separation type for ongoing employees was a transfer to the Australian Public Service (where DPS employees have mobility).

For all staff, the separation rate was 10.4 per cent, a decrease from 19 per cent the previous year, and half the 21 per cent recorded in the year ending 30 June 2019. For ongoing staff, the separation rate of 8.5 per cent was slightly higher than that for the APS (six per cent during the 2020 calendar year).<sup>13</sup>

---

<sup>12</sup> Ibid., Table 2.

<sup>13</sup> Ibid., Tables 2 and 66.

**TABLE 11:** Separation by organisation unit

Separation method	Branch	Ongoing	Non-ongoing	Total
Age retirement	RB	1		1
	LCDB	1		1
	OPL	1		1
End of contract or end of temporary transfer from APS	RB		6	6
	LCDB		1	1
Promotion or transfer to APS or Parliamentary Service	RB	8		8
	LCDB	2		2
Resignation	RB	3	2	5
	LCDB		1	1
	OPL	1	1	2
Voluntary retrenchment	LCDB	3		3

---

## PERFORMANCE REPORT

The Parliamentary Library aims to provide an effective knowledge centre for the Parliament through the provision of high-quality, timely and impartial information, analysis and advice. These services are provided through two subprograms:

- Research services: these services include responding to requests from individual parliamentary clients and committees for information and research, and the production of print and electronic publications, and
- Library collections and databases: information services are provided to the Library's clients by acquiring and providing access to information resources, including through the selection and processing of material for library and media databases in ParInfo Search.

Staff from the Office of the Parliamentary Librarian contribute to the work of both programs.

Progress in key projects identified in the Library's Business Plan 2020–21 was the subject of discussion in the previous section. The Performance Report focusses on analysis of the Library's achievement against service standards set out in that same document.

Performance is assessed using indicators that cover quality and quantity. Indicators, performance results and relevant comments are shown against each of the Library programs.

### Methodology

Key priorities and key performance indicators for the Parliamentary Library are approved each year by the Presiding Officers as part of the Library's annual resource agreement. The KPIs in each resource agreement set out the outcomes and key deliverables for that year and also measure:

- percentage of clients using the Library's services
- customer satisfaction
- number of completed client requests
- number of publications produced
- attendance at training courses and events
- timeliness of research and library services
- percentage of the collection available online, and
- use of the Library's collections and databases and the Isentia Mediportal.

The Library uses the RefTracker Information Request Management System to manage client requests and other client related work. This provides a rich array of client related data, including number of requests, usage, and timeliness. Satisfaction data is derived primarily from a formal evaluation of the Library's services conducted once in every Parliament, the most recent being undertaken in 2020–21. Data regarding the number of publications produced is obtained from the APH website and ParInfo Search. Data relating to visits to the Library client portal (intranet) are captured by Sitecore's engagement analytics. The Library currently uses Google analytics and Splunk web-analytics application to analyse statistics for use of publications and collection items. A manual count is used to report on attendance at training courses and events and new titles added to the Library catalogue. Reports generated from the Integrated Library System provide information regarding the percentage of titles in the Library's collection available online in full text. Statistics on the use of the Library's collections and databases is formulated from Integrated Library System reports, Splunk data and vendor provided usage statistics.

## Crosscutting performance measures

**TABLE 12:** Service usage and client satisfaction measures

Measure	Performance			
	2017–18	2018–19	2019–20	2020–21
<b>Percentage of primary clients using the service</b> <b>Target: 100%</b>	100%	100%	100%	100%
<b>High level of client satisfaction</b> <b>Target: 95%</b>	94% <sup>1</sup>	94% <sup>2</sup>	94% <sup>3</sup>	94% <sup>4</sup>
<b>Number of complaints from clients remains low</b>	3	0	0	1

1. As measured in Uncommon Knowledge, Australian Parliamentary Library: *Client Service Evaluation 2017*.

2. Ibid.

3. Ibid.

4. As measured in Uncommon Knowledge, Australian Parliamentary Library: *Client Service Evaluation 2021*, op. cit.

During 2020–21, all of the Library's primary clients (parliamentarians and their staff, including ministers) used the Library's services at least once, the great majority being repeat users.

As noted above, a formal evaluation of the Library’s services is commissioned each Parliament. The evaluation for the 46th Parliament was completed in the reporting period. It found that, overall, the Library is performing very well and is highly valued, receiving high ratings in satisfaction and willingness to recommend. With all its services found to be well used, it is providing the services people need and want through a variety of channels and to high quality. Satisfaction among senators, members and their staff remains high (94 per cent) and is consistent with previous years. Importantly, the significant increase in the proportion of those who were extremely satisfied in 2017 was maintained and 100 per cent would recommend the Library to a colleague. Responsiveness, professionalism and high-quality research were all cited as reasons for satisfaction. The Library continued to score well against all performance measures for responding to requests. COVID-19 appears to have had little impact on perceived quality of services. The qualitative research indicated that most people continued to use the Library via email or phone during the pandemic period and found it as responsive and professional as always.

This is consistent with feedback received in the Library Executive’s meetings with parliamentarians, during electorate office visits, and with spontaneous feedback received from clients throughout the reporting period.

The Library received one complaint in 2020–21 relating to a research request.

## Client outreach, training and seminars

**TABLE 13:** Client outreach, training and seminars

Deliverable	Measure	Performance			
		2017–18	2018–19	2019–20	2020–21
<b>Client training and seminars</b>	Participation in training courses and events (eg. Vital Issues Seminars/webinars) Target: 500	803	688	966	841

During the year, Library induction and orientation services continued to be successful in providing, through individual and small group sessions, a timely and detailed introduction to Library services. Due to the continuing impact of COVID-19, these sessions were delivered remotely as well as in Parliament House.

As noted previously, the Library recommenced electorate office visits, visiting 13 offices in South Australia, with other planned visits cancelled due to border closures.

The Library also continued its program of consultation and outreach to parliamentary committees. The success of this strategy is apparent by the evaluation’s findings of increased satisfaction with the Library’s services among committee staff.

Since 1986, the Library has been running a program of lectures and seminars that bring notable speakers to the Parliament to give parliamentarians and their staff the opportunity to hear firsthand, expert opinion on a range of currently relevant topics. Over the reporting period, these were largely delivered online to facilitate access by parliamentarians and their staff wherever they may be. The transition to online delivery has proved popular. The following lectures and roundtables were offered in 2020–21:

- *Cook and the Indigenous experience*, John Maynard
- *Digital Tax*, Professor Bob Breunig
- *Sir Edmund Barton Exhibition Lecture*, Dr David Headon
- *'Now is the psychological moment'—Earle Page and the imagining of Australia*, Dr Stephen Wilks
- *'Calling in the military'—legal issues and controls when the armed forces assist the government and the community*, Dr Cameron Moore
- *'Becoming John Curtin and James Scullin': their early political careers*, Dr Liam Byrne
- *Regional perspectives on the South China Sea—India*, Dr David Brewster
- *The Antarctic—strategic competition and the future of the international legal regime*, Professor Rosemary Rayfuse and Professor Steven Chown
- *Russian Anzacs*, Dr Elena Govor
- *Chinese Anzacs, Adil Soh-Lim*, Professor Edmond Chiu and Mark Wang
- *Pre Budget Lecture*, Dennis Trewin and Professor Barbara Howlett, and
- *Regional perspectives on the South China Sea—Japan*, Dr David Envall.

Most are available for download from the APH website.

## Research services

The services contributing to this program are as follows:

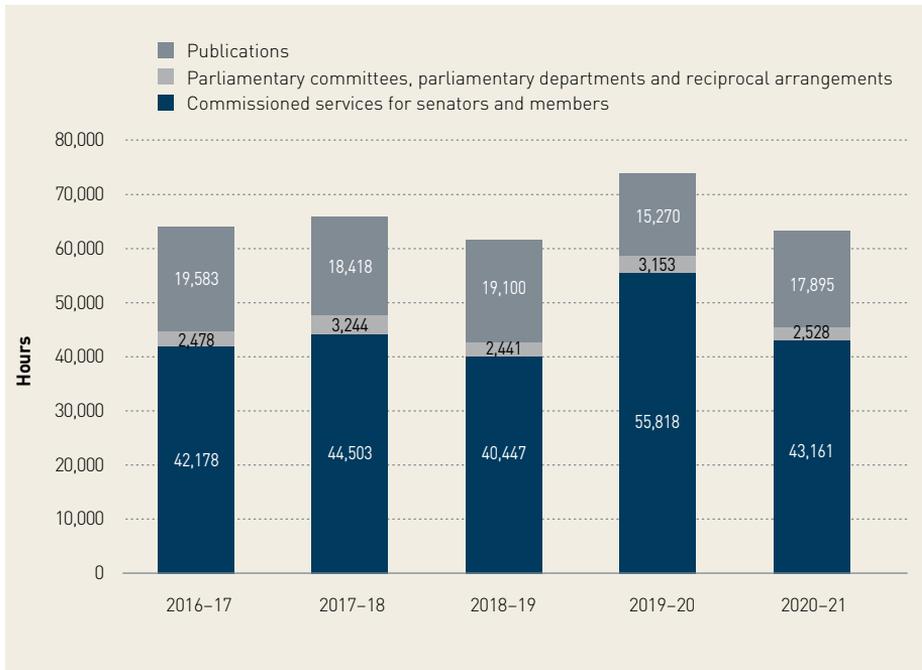
- commissioned information, research and advisory services—these are tailored and confidential responses prepared following requests from individual parliamentarians, their staff and other parliamentary clients, and
- general distribution publications (publications)—these are prepared where strong client demand is anticipated for briefing on specific policy issues. Publications include the *Parliamentary Handbook*, *Briefing Book*, *Budget Review*, Bills Digests, research papers, quick guides and FlagPost blog posts. Publications are available to clients and the public through the internet.

**TABLE 14:** Research services—deliverables

Deliverable	Measure	2017–18	2018–19	2019–20	2020–21
<b>Individual client requests</b>					
<b>Individual client requests</b>	Number of individual client requests completed Target: 11,000	11,656 <sup>1</sup>	10,299 <sup>1</sup>	11,472	9,041
	Client service delivered to timeliness service standard Target: 95%	99.33% <sup>2</sup>	99.71% <sup>2</sup>	99.89%	99.82%
<b>Self-service requests</b>	Number of online uses of the Parliamentary Library’s publications, including the <i>Parliamentary Handbook</i> , through ParlInfo and the internet Target: 5.4m	7.2m	7.9m	9.0m	11.35m
<b>Publications</b>	Number of publications produced Target: 260	295	385	302	295

1. Target 13,000.

2. Target 90%.

**FIGURE 14:** Distribution of client service hours by service type 2020–21

## Client requests

The recent evaluation of the Library's services found that research services are used by 97 per cent of parliamentarians and their staff and 91 per cent of committee staff.

They continue to be rated very highly, with clients recognising that their value-add would be very difficult, if not impossible, to gain elsewhere. Many respondents in the evaluation noted their increased demand for Library services and ever-shortening timelines.<sup>14</sup>

The KPI for individual client requests describes the number of requests completed in a particular financial year, not the number received, with jobs in progress remaining in the system at 30 June. Complex, multipart requests are generally recorded as a single client job, although they may require significant and discrete input from researchers in different sections.

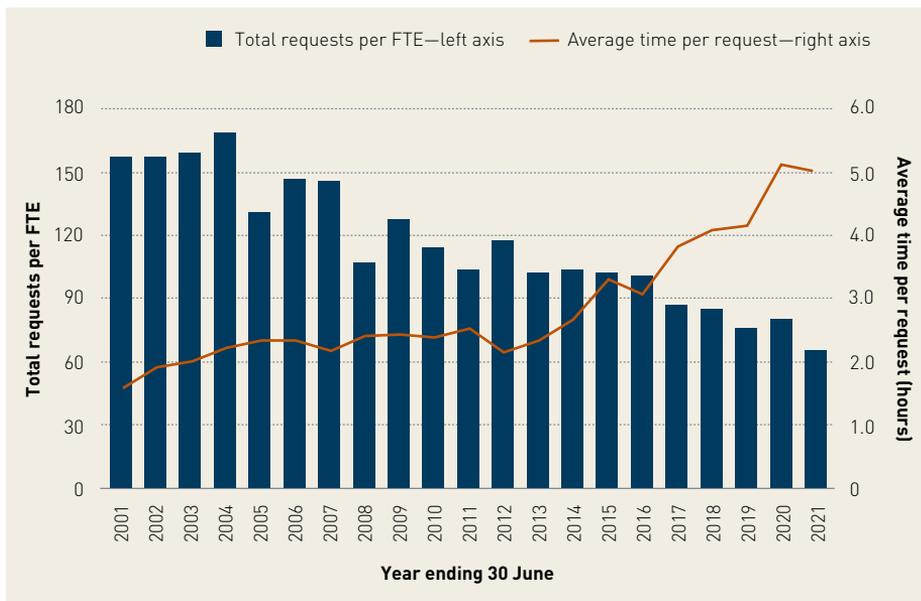
The Library answered 9,041 individual client requests in 2020–21.

<sup>14</sup> *Australian Parliamentary Library Client Service Evaluation 2021*, op cit.

The Library also met its timeliness target for commissioned research, with some 99 per cent of client requests answered within the agreed timeframe (target: 95 per cent). However, this outcome can mask the level of unmet demand. Due dates are subject to negotiation with and agreement from individual clients, and the outcome reflects the percentage of client requests completed in accordance with this deadline. It does not reflect circumstances where commencement may be delayed or scope varied due to internal capacity constraints.

Comparisons of the number of jobs and hours across financial years should also be made with regard to associated changes in staffing levels from year to year. Further insight is provided by analysis of hours spent on client jobs by FTE.

**FIGURE 15:** Client requests—relative indicators



Two factors are influencing client demand statistics.

First, 2020–21 saw the continuation of the trend towards increasingly complex client requests, characterised by contributions from multiple research specialists and requiring time-consuming analysis of areas such as legislation, data and multijurisdictional arrangements. As noted above, a single client request may involve contributions from numerous researchers. While year-to-year outcomes vary, over the same period there has been an overall increase in the average amount of time spent per FTE on individual requests. The average amount of time per FTE per request in 2020–21 was five hours, compared to 5.1 the previous financial year, and a considerable increase from the 2000–01 figure of 1.6 hours. This year’s figure represents a slight correction to the unusually sharp increase in hours per request in 2019–20. As the Annual Report 2019–20 noted, this was likely a product of the unique circumstances of the year, including the challenges of providing client advice and briefings on policy and legislative issues relating to the rapidly evolving pandemic.

Second, client demand fluctuates from year to year reflecting the differing nature of client requests across the parliamentary cycle. Peak periods typically occur in a new Parliament—particularly when there has been a change of government—and political parties and parliamentarians are settling into new roles, doing policy development, and there is a broad legislative agenda.

Conversely, quieter periods may occur late in an election cycle (for example, in 2019–2020 there were 217 government Bills introduced compared to 160 in 2020–2021). It also seems likely that again we have seen a COVID effect associated with the disruptions of remote participation and potentially a focus by parliamentarians on addressing the effects of COVID in their communities.

The Library will continue to monitor usage closely and consult with clients to ensure services are appropriately targeted.

## Publications

In meeting the need to provide high quality information, analysis and advice to parliamentarians, the Library produces information and advice for individual clients on an ‘in-confidence’ basis. It also produces publications for broader distribution in areas where there is strong client interest and demand or where such demand is anticipated. In the context of prioritising research work, Bills Digests and client requests receive the highest priority, with other publications worked on as time permits.

The recent evaluation of the Library’s services found that publications are well used by both parliamentarians and their staff and by committee staff (92 per cent and 91 per cent respectively).

In 2020–21, the Library issued 295 new or revised research publications. Hours spent on publications increased when compared to the previous financial year (17,895 compared to 15,270 in 2019–20), reflecting the decreased number of client requests completed. The online use of Parliamentary Library publications jumped to 11.35 million, an increase of some 27 per cent from the nine million recorded the previous year. (The target remained constant at 5.4 million).

## Bills Digests

Bills Digests provide an independent analysis of legislation before the Parliament. Of all Library publications, they remain the most heavily used and most keenly awaited. Every effort is made to produce a Digest for every Bill where it is considered it would add value by providing:

- independent analysis, background information and additional perspectives not provided in the explanatory material associated with the Bill, and
- information that is important for parliamentarians to be able to contribute effectively to debate.

---

At times, a Bills Digest cannot be produced in time for debate in the second chamber. This may be due to the amount of time allowed between introduction and debate, a change in the legislative program or constraints on the resources available to address the number and complexity of Bills in the legislative program. Where it is not possible to produce Digests in time for debates, every effort is made to support clients by providing draft Digests or other briefing material.

In 2020–21 the Library published 77 Bills Digests (as compared to 109 in 2019–20 and 80 in 2018–19). All were government Bills. Of the Bills for which Digests were not published, one passed on the day of introduction, one within one day of introduction and one within two days of introduction. Another seven passed within a calendar week of introduction and two passed within one week and one day. Due to these compressed timeframes, FlagPost blog posts were published for 11 Bills.

## **LIBRARY COLLECTIONS AND DATABASES**

The services contributing to this program include:

- the Library collection—development of the collection to meet users' needs and provision of access through the catalogue, Discovery and ParlInfo Search
- online full-text content such as news clippings
- media services—desktop access to television and radio news and current affairs programs broadcast in Canberra, provided to parliamentarians for their parliamentary duties
- commercial databases—including online full-text journal and newspaper services available through the Library Client Services portal and the Senators' and Members' Services Portal, and
- client services including self-help services.

As far as possible, usage rates of all of these services are monitored to ensure that they remain relevant and are of practical assistance to parliamentarians and their staff.

TABLE 15: Information access services—deliverables

Deliverable	Measure				
		2017–18	2018–19	2019–20	2020–21
<b>Client usage of news services</b>	Senators' and members' offices using the iSentia Mediportal Target: 90%	99%	99%	99%	99%
<b>Material added to Library databases</b>	Number of items added to the Library's Electronic Media Monitoring Service and to ParInfo databases Target: 150,000	175,249	189,766	178,555	192,287
<b>Material added to Library collection</b>	Number of new titles (books and serials) added to the Library's catalogue Target: 5,000	6,378	5,756	5,740	7,395
	Percentage of titles (books and serials) in Library's collection available to clients online in full-text Target: 48%	45.5% <sup>1</sup>	46.2% <sup>2</sup>	49.6%	48.8% <sup>3</sup>
<b>Use of the Library collection and databases</b>	Use of the collections and databases, including loans from the collection, radio and television programs from the Electronic Media Monitoring Service, and from ParInfo databases Target: 4 million searches	3.95m	4.34m	4.07m	5.35m

Deliverable	Measure	2017–18	2018–19	2019–20	2020–21
		<b>Timeliness</b>	Number of urgent new titles (books and serials) added to the Library’s catalogue within timeliness service standard Target: 100%	100%	100%
	New items added to the Library’s Electronic Media Monitoring Service and the ParlInfo newspaper clippings database within timeliness service standard Target: 95%	99.07%	95.8%	96.88%	94.39% <sup>4</sup>

1. Target 44%
2. Target 46%
3. Due to the change in underlying software mid-year, the number of full-text collection items are measured slightly differently resulting in a drop in the percentage of full-text accessible collection items.
4. This result reflects a multi-day outage of the supplier of the Library’s news clippings service in October 2020–November 2020.

## Material added to the Library collection

The number of new titles (books and serials) added to the Library’s catalogue exceeded the 5,000 target at 7,395. The Library continues to pursue a ‘digital first’ policy for its acquisitions. A little over 90 per cent of titles in the serials collection and 34 per cent of monograph titles are available in full text online. In 2020–21, over 80 per cent of the collection budget was spent on digital resources. At 30 June 2021, the percentage of titles available online (full text) was 48.8 per cent, slightly above target.

## Cataloguing

The Library has two service standards for adding new collection items to the Library catalogue. Urgent books and serials (those obtained as a result of direct client requests) have a turnaround deadline of 24 hours. The KPI for this category is 100 per cent. For routine items (those selected by the Library’s Acquisitions staff), the service standard is two weeks and the target is 85 per cent.

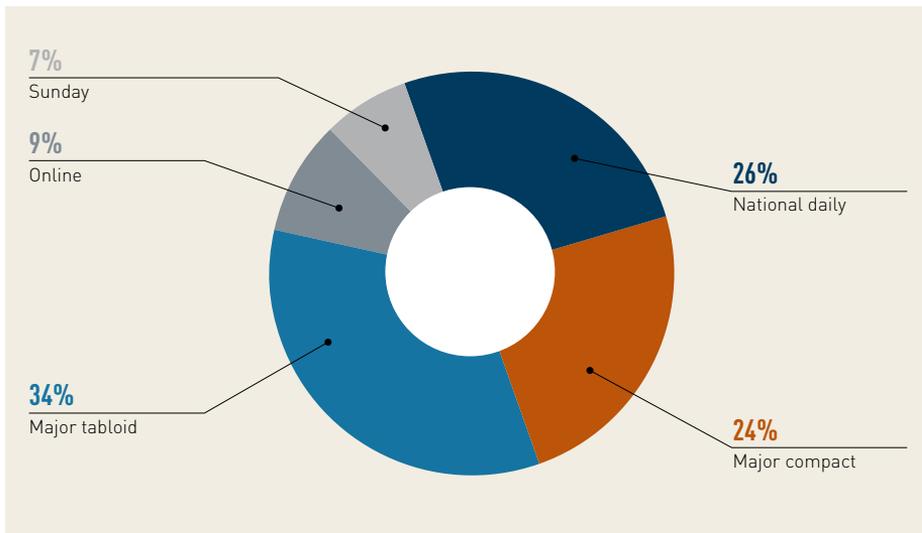
In the reporting period, the cataloguing team met its KPI for urgent items and significantly exceeded its target for routine items, with 100 per cent of routine material being added within the specified time frame.

## Material added to the Library's databases

In the reporting period, the Library added 192,287 items in total to its media and other databases, exceeding its target of 150,000. This included newspaper clippings, press releases, broadcast media, journal articles, party policy documents, Bills Digests and other library publications.

The Library publishes its newspaper clippings in ParlInfo Search and produces parliamentarians' news clips of the day by 7.30 am every morning, seven days a week. This work contributes to the largest and most utilised of the Library's ParlInfo Search datasets, this year selecting an average of 10,920 items a month for the newspaper clippings database. This figure is higher than previous years' figures and exceeds the usual cyclical spike seen in the most recent election year (an average of 9,700 a month in 2019–20, 10,070 a month in 2018–19 and 9,231 a month in 2017–18).

**FIGURE 16:** Newspaper clips added to ParlInfo search by type 2020–21



## Parliamentary authors

The Library completed its project to digitise (for preservation purposes) all the works in its Parliamentary Authors collection, with 862 titles digitised in the reporting period. Future additions to this collection will be digitised as part of business-as-usual processes.

## Information files

The Parliamentary Library has been compiling information files from newspaper clippings, press releases and journal articles since the 1950s. Over the past several years, the Library has been digitising its significant archives of paper material that constitute a unique collection relating to Australia’s political and public policy history dating back to the 1940s and 1950s. Clippings from Australian and overseas newspapers and journals, press releases, bibliographies, parliamentary speeches and questions were collated to form comprehensive subject files. Separate files were also produced for each parliamentarian, with their speeches and questions indexed chronologically as well as a separate series of files for each ministry. The entire collection, approximately 10 million pages or six million records, has been digitised and is progressively being quality assured and uploaded to ParlInfo Search. In 2020–21, 1.27 million records were quality assured. This equates to 20 per cent of the overall records to be quality assured. In total 1.06 million of those were uploaded into ParlInfo Search.

## Use of the Library’s collection and databases

The target figure of four million uses of the Library’s collection and databases was exceeded with 5.35 million uses being reported. The increase since 2017–18 reflects the expansion of digital newspapers and clients accessing these through the Library.

**FIGURE 17:** Use of the print collection



Use of the print collection decreased with a total of 6,394 loans during 2020–21 compared to 8,470 in 2019–20. The decrease is unsurprising given the remote work arrangements for clients and staff alike during the year; however, as the chart shows, clients still requested print material during this period. The evaluation found that the print Library collection was used by 80 per cent of parliamentarians and their staff; this usage has remained steady since 2015.

Ebooks comprised 22.1 per cent of all loans. Though still quite low when compared to usage of the print collection, ebook usage is increasing steadily with 1,818 loans processed during 2020–21 (compared to 1,433 in 2019–20 and 1,244 in 2018–19). This metric does not currently capture the use of digitised books. This will form part of the review of our data collection methodology in 2021–22.

## News services

The Library offers a comprehensive suite of news services for its clients, provided through a mix of in-house and vendor delivered services. These comprise daily news clips and tailored chamber news clips, a news clip archive, access to online print and broadcast media through the iSentia Mediportal, subscriptions to online news titles, the Electronic Media Monitoring Service (radio and television news and current affairs), a breaking news service, social media monitoring, news analytics and news service databases.

The evaluation confirmed that these services were heavily used and highly valued by the Library's clients, particularly: media monitoring (94 per cent); online newspaper subscriptions (88 per cent), and EMMS (86 per cent).

The Library did not quite meet its timeliness service target for adding EMMS and newspaper clipping materials to the ParlInfo Search databases, achieving 94.39 per cent. This was due to a major outage experienced by a vendor which affected delivery of daily newsclips.

In 2020–21, the Library spent \$0.802 million on news services. This included online news services, the Isentia Mediportal, other news databases and hard copy newspapers located at the Central Enquiry Point and in the Newspaper Reading Room.

# FINANCIAL REPORT

**TABLE 16:** Budget (Resource Agreement)

Resource Agreement 2020–21		\$
<b>Operational funding<sup>1</sup></b>		<b>16,449,442</b>
<b>Capital funding</b>		<b>3,825,000</b>
<b>Total</b>		<b>20,274,442</b>

1. Operational funding represents budget for operational expenditure (\$16,456,642) offset by anticipated revenue from inter-library loans (\$7,200).

**TABLE 17:** Other revenue

	2020–21	2020–21
	Budget (\$)	Actual (\$)
Inter-Library Loans	-9,600	-12,872
Other revenue <sup>1</sup>		-51,800

1. Largely (\$50,000) cost recovery of staff costs for the Senate tabled papers project; \$1,800 represents a capitalised asset.

**TABLE 18:** Expenditure against budget (Resource Agreement)

	2020–21	2020–21
	Budget (\$)	Actual (\$)
<b>Expenditure—Operating funding</b>		
<b>Employee (including entitlements)</b>		
Research Branch	9,824,494	9,039,779
Library Collections and Databases Branch	2,116,529	2,055,424
Office of the Parliamentary Librarian	1,547,881	1,413,534
<b>Total Employee</b>	<b>13,488,904</b>	<b>12,508,737</b>
Collection (information resources) <sup>1</sup>	2,400,340	2,053,382
Other supplier expenses	567,398	776,563
<b>Total operational expenditure</b>	<b>16,456,642</b>	<b>15,338,682</b>
<b>Expenditure—Capital summary</b>	<b>3,825,000</b>	<b>3,395,569</b>

	2020–21	2020–21
Expenditure—Operating funding	Budget (\$)	Actual (\$)
<b>Summary of expenditure by organisational unit (operational + capital)</b>		
Research Branch	10,175,832	9,344,645
Library Collections and Databases Branch	8,242,729	7,806,288
Parliamentary Librarian	1,855,881	1,518,646
<b>Total expenditure including capital funding</b>	<b>20,274,442</b>	<b>18,669,579</b>

1. iSentia costs originally budgeted under Collections (information resources); however, this was reclassified and expensed against Communications (other supplier expenses) during 2020–21.

**TABLE 19: Capital expenditure against budget (Resource Agreement)**

DPS Capital Budget allocation by project	2020–21	2020–21
	Budget (\$)	Actual (\$)
Collection	450,000	522,407
Capitalised salaries—acquisition management	780,000	632,603
Other capital—Parliamentary Handbook database and handbook	70,000	82,726
Small Library systems	400,000	242,797
Wadsworth on the web	70,000	72,590
Digitisation capitalised salaries	770,000	622,616
Library databases news clips	130,000	132,046
Library databases capitalised salaries	950,000	965,200
EMMS data remediation	95,000	49,912
Integrated Library System project	30,000	72,672
RFID replacement	80,000	0
<b>Total</b>	<b>3,825,000</b>	<b>3,395,569</b>





## GOVERNANCE

---

# 5

Introduction	102
Our governance structure	102
External scrutiny	118
Our people	120
Asset management	136
Purchasing	136
Consultants	137
Australian National Audit Office Access Clauses	139
Exempt contracts	139
Procurement initiatives to support small business	139
Child Safe Framework	140
Commitment to Indigenous artists' rights	140

---

---

## INTRODUCTION

The Department of Parliamentary Services (DPS) is one of four departments established under the *Parliamentary Service Act 1999* (PS Act). The PS Act states that the 'Parliamentary Service serves the Parliament by providing professional support, advice and facilities to each House of the Parliament, parliamentary committees, and senators and members of the House of Representatives, independently of the Executive Government of the Commonwealth'.

The Secretary is the principal adviser to the Presiding Officers on matters relating to the department. As its leader, the Secretary provides stewardship of the department and, in partnership with other department heads, the Parliamentary Service.

The Presiding Officers act jointly in exercising their responsibilities in relation to the department under the PS Act. The Presiding Officers also have powers and responsibilities under the *Parliamentary Precincts Act 1988*.



The Presiding Officers (L-R): Senator the Hon Scott Ryan, President of the Senate and the Hon Tony Smith, Speaker of the House of Representatives.

---

## OUR GOVERNANCE STRUCTURE

The Secretary, as the accountable authority under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), has a duty to manage the department in a way that promotes:

- proper use and management of public resources for which DPS is responsible
- achievement of the purposes of the entity, and
- financial sustainability of the entity.

The Secretary delegates some powers to certain staff. These are outlined in the department's financial and human resource delegations. The Secretary has also established an organisational structure that clearly reflects accountabilities and the areas of responsibility assigned to our senior staff.

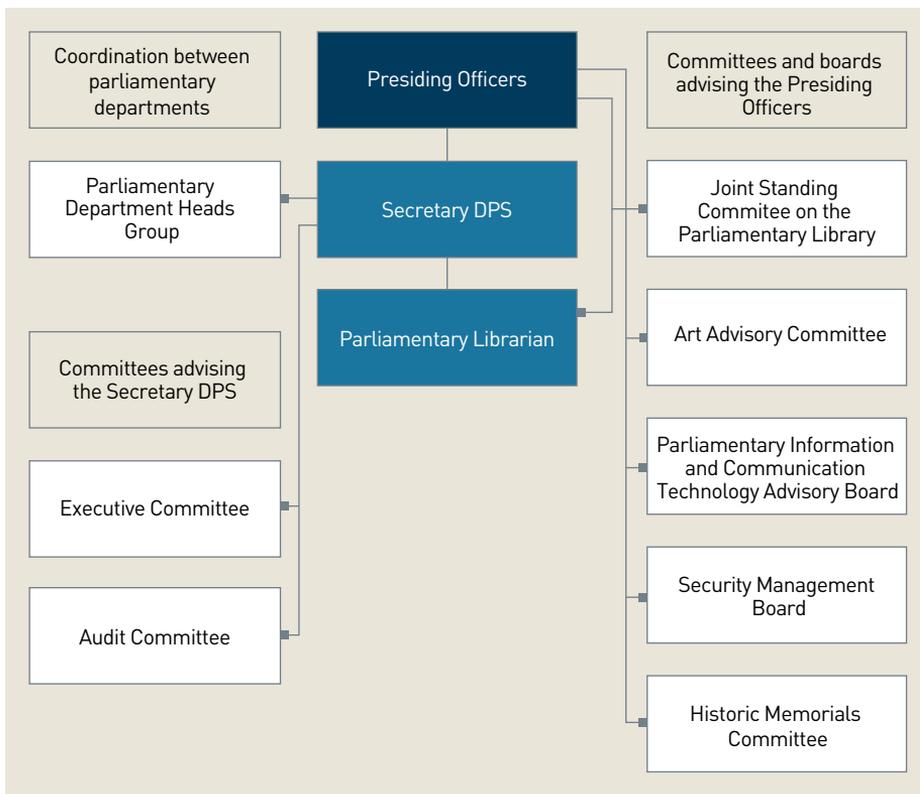
The Parliamentary Library's services are established under the statutory office of the Parliamentary Librarian, whose primary function is 'to provide high quality information, analysis and advice to senators and members of the House of Representatives in support of their parliamentary and representational roles'.<sup>15</sup> Secretary of DPS provides resources to the Parliamentary Librarian in accordance with an annual Resource Agreement.

Our governance structure for the reporting period is set out in Figure 18. It contains two streams: committees and boards advising the Presiding Officers and committees and meetings advising the Secretary.

### Details of accountable authority during the current reporting period (2020–21)

The accountable authority during the current reporting period (2020-21) was Mr Rob Stefanic, DPS Secretary who commenced December 2015.

**FIGURE 18:** DPS governance structure



<sup>15</sup> *Parliamentary Services Act 1999*, subsection 38B(1).

---

## **Bodies advising the Presiding Officers**

The Presiding Officers have a role analogous to that of a minister of state in relation to an executive government department. The *Parliamentary Service Act 1999* articulates the principles that the legislative arm of government is separate from the executive arm and that its staff are responsible to the Parliament rather than to the government of the day. The Presiding Officers oversee administration of the department and are accountable to their respective houses in that role.

### **Security Management Board (SMB)**

The SMB was established in 2005 under section 65A of the *Parliamentary Service Act 1999*. It provides advice and support to the Presiding Officers on security policy and the management or operation of security measures for Parliament House.

Chair: Secretary DPS

Members: Usher of the Black Rod, Serjeant-at-Arms and a senior executive employee of the Australian Federal Police.

Invited representatives: senior executive employees from Australian Security Intelligence Organisation; Department of Finance; and Department of the Prime Minister and Cabinet.

The board met four times during 2020–21.

### **Joint Standing Committee on the Parliamentary Library**

Details on this committee can be found in the Parliamentary Library overview in the Parliamentary Library chapter.

### **Parliamentary Information and Communication Technology Advisory Board (PICTAB)**

The PICTAB is the primary advisory body that guides strategic elements of ICT service delivery for the Australian Parliament.

Chair: Secretary DPS

Members: three representatives from the Government; three representatives from the Opposition; two representatives from the Crossbench; Usher of the Black Rod; Serjeant-at-Arms; Parliamentary Merit Protection Commissioner (representing the Parliamentary Service Commissioner).

The board met four times in 2020–21.

## Art Advisory Committee

The committee's terms of reference are to:

- provide guidance on the *Rotational Collection Acquisition Policy*, and set short-term priorities for acquisitions
- assess acquisition proposals in accordance with the acquisition policy and collecting priorities, and
- advise on other matters related to displaying and managing artworks in the collection.

Co-Chairs: Speaker of the House of Representatives and President of the Senate.

Members: Deputy Speaker, Deputy President, Secretary DPS and an independent adviser from the National Gallery of Australia.

Matters considered in 2020–21 included:

- the purchase of 28 artworks, and
- consideration of a number of gifts offered to the collection.

The committee met twice during 2020–21.

## Historic Memorials Committee

This committee was established by Prime Minister Andrew Fisher in 1911 and commissions official portraits of the head of state, governors-general, prime ministers, Presidents of the Senate and Speakers of the House of Representatives. The committee also commissions portraits of significant parliamentarians (for example, parliamentary 'firsts'), as well as paintings of significant events in the Parliament's history.

Chair: Prime Minister

Members: Leader of the Opposition, the Vice-President of the Executive Council, the Leader of the Opposition in the Senate, the President of the Senate and the Speaker of the House of Representatives.

The DPS Secretary is secretary to the committee. The DPS Art Collections section provides secretariat services to the committee and manages the portrait commissioning process.

In 2020–21 the committee conducted all business by correspondence.

## Committees advising the Secretary

Under the *Parliamentary Service Act 1999* (PS Act) and the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), the Secretary is accountable for the department's performance and compliance. The Secretary is assisted in managing these responsibilities by the DPS Executive Committee and the DPS Audit Committee.

---

## Executive Committee

The Executive Committee is the primary governance board for DPS. It considers development and implementation of the DPS governance framework and associated strategies, including financial planning and budgeting, performance, risk management, business planning, design integrity, organisational issues, and any other matters relating to managing the department delegated by the Secretary.

Chair: Secretary DPS

Members: Deputy Secretary (Chief Operating Officer and Chief Security Officer); Parliamentary Librarian; Chief Information Officer, First Assistant Secretary, Finance and Property Services Division (Chief Finance Officer); and First Assistant Secretary, Corporate Services Division.

The Executive Committee meets fortnightly.

## DPS Audit Committee

The department's Audit Committee provides independent advice to the Secretary on the department's risk, control and compliance framework and on its external accountability responsibilities, with specific reference to the Secretary's position of accountable authority under the PGPA Act. Guided by the Audit Committee charter<sup>16</sup> the members of the Audit Committee play an essential role in ensuring the integrity and transparency of the department's reporting.

The committee has five members: three independent members and two management appointed officials from within the department.

Representatives of the Australian National Audit Office (ANAO) attend DPS Audit Committee meetings to provide information to members. Information and advice is also provided by DPS' internal auditors, KPMG and invited DPS officials, including the Chief Security Officer and Chief Operating Officer, Chief Information Officer and Chief Finance Officer.

---

<sup>16</sup> [https://www.aph.gov.au/About\\_Parliament/Parliamentary\\_Departments/Department\\_of\\_Parliamentary\\_Services/Publications](https://www.aph.gov.au/About_Parliament/Parliamentary_Departments/Department_of_Parliamentary_Services/Publications)

TABLE 20: DPS Audit Committee attendance and remuneration

Member name	Qualifications, knowledge, skills or experience (include formal and informal as relevant)	Number of meetings attended / total number of meetings	Total annual remuneration (GST inc.)	Additional Information
<b>Mr Michael Harris, Independent Chair</b>	<p>Michael Harris is a Fellow of CPA Australia and, until his retirement in 2000, was an information technology (IT) audit partner at Ernst &amp; Young, Canberra. Michael has extensive experience across the IT, audit and risk management environments. During his 40 year career, he held senior management positions in both the public and private sector. This includes 20 years in the public sector with agencies such as the Australian National Audit Office and Department of Finance. Since his retirement Michael has been an independent member of numerous ACT and Commonwealth government agency audit committees and commenced as Chair of the Department's Audit Committee on 9 July 2013. He was reappointed in July 2018. Michael has an Accounting Certificate from the Canberra Technical College.</p>	6/6	\$18,300	N/A

Member name	Qualifications, knowledge, skills or experience (include formal and informal as relevant)	Number of meetings attended / total number of meetings	Total annual remuneration (GST inc.)	Additional Information
<b>Mr Allan Gaukroger, Independent Deputy Chair</b>	<p>Allan Gaukroger has over 40 years of private and public sector experience in senior financial, audit and general management positions. This includes 11 years as chief financial officer in the Australian Public Service, four years as chief audit executive with the Department of Human Services (now Services Australia) and eight years as regional manager with NRMA Ltd. Allan has in-depth knowledge of financial management, audit, risk and business management, as well as strong communication skills and a high degree of IT literacy. Allan has a Bachelor of Arts (major in accounting) and is a fellow of CPA Australia (FCPA).</p>	6/6	\$11,800	N/A

Member name	Qualifications, knowledge, skills or experience (include formal and informal as relevant)	Number of meetings attended / total number of meetings	Total annual remuneration (GST inc.)	Additional Information
<b>Ms Jo Schumann, Independent Member</b>	<p>Jo Schumann has extensive experience in the public sector having worked in both the ACT and Commonwealth government and for the Canadian government. During her 30-year career, she held senior executive positions responsible for corporate services at the Department of Veterans' Affairs (1998–2009), the Australian Competition and Consumer Commission (2010–2015) and the Murray Darling Basin Authority (2015–2017). Jo's experience encompasses a broad range of areas, including risk management, governance, assurance, finance, human resources, information technology, media and communications. She holds a number of board chair and non-executive positions in the government and community sectors and is currently the independent chair of the Climate Change Authority Audit Committee and chairs the Infrastructure Project Finance Agency Audit Committee. Since 2017, Jo has run her own business as a qualified coach and mentor, providing services to senior executives within the public sector. She also volunteers as a mentor for young juvenile justice offenders. Jo has a Masters of Arts (urban geography), is a graduate of the Australian Institute of Company Directors and holds accreditations in executive coaching and emotional intelligence assessment.</p>	6/6	\$5,940	N/A

Member name	Qualifications, knowledge, skills or experience (include formal and informal as relevant)	Number of meetings attended / total number of meetings	Total annual remuneration (GST inc.)	Additional Information
<b>Ms Leanne Tunningley, DPS Official</b>	<p>Leanne Tunningley is Assistant Secretary of Security Branch at DPS. She has extensive experience spanning more than 19 years, including in security management, governance and finance, and 10 years in the public sector working in law enforcement. She has been with DPS for two years. Before joining the public sector, Leanne was an audit and assurance manager at KPMG (2002–2008). Leanne holds a Bachelor of Economics and Bachelor of Commerce and is a graduate of the Australian Institute of Company Directors and member of the Institute of Chartered Accountants (Australia and New Zealand).</p>	6/6	\$0	N/A

Member name	Qualifications, knowledge, skills or experience (include formal and informal as relevant)	Number of meetings attended / total number of meetings	Total annual remuneration (GST inc.)	Additional Information
<b>Mr Constantinos Sfyris, DPS Official- Acting/ CIO</b>	Con Sfyris has worked in a variety of ICT and Information Services leadership roles for over 20 years and joined DPS in 2013. Con previously worked in state health and public transport sectors with a focus on governance, IT operations and service delivery. Con holds a Bachelor of Science in computer science.	4/6	\$0	On 18 January 2021 Mr Constantinos Sfyris commenced as acting Chief Information Officer. In accordance with the committee's charter, his appointment as a management appointed DPS official to the department's Audit Committee ceased at that time.

---

## Interdepartmental collaboration

### Parliamentary Department Heads

The parliamentary departments continued to work together under the strategic framework for the parliamentary service, which brings together key priorities across the whole of the parliamentary administration, identifying shared goals and formalising a collaborative approach to achieving optimal outcomes in providing support and services to the Parliament. The parliamentary department heads meet quarterly to identify opportunities for collaboration, consideration and decision-making.

Chair: 12-month calendar year rotation; Clerk of the House of Representatives (January—December 2020); Secretary DPS (January—December 2021).

Members: Secretary DPS, Clerk of the House of Representatives, Clerk of the Senate, Parliamentary Budget Officer.

The heads met four times during 2020–21.

### Our internal audit arrangements

Primary responsibility for departmental internal audit functions rests with the Head of Internal Audit (HIA), the Assistant Secretary, Corporate Operations Branch. The HIA provides independent assurance to the Secretary and Executive Committee through the Audit Committee and ensures that internal controls operate in an efficient, effective and ethical manner. The HIA also develops the annual internal audit program, which is endorsed by our Audit Committee and approved by the Secretary. The annual internal audit program assists the department in managing strategic and operational risks and provides assurance on key projects, systems and governance structures. Implementation of recommendations from the internal audit program is reported regularly to the Executive Committee and the Audit Committee. The internal audit work plan is reviewed for relevance by the Audit Committee at the mid-year point, and any consequential amendments are recommended to the Secretary for approval. The HIA also liaises with the ANAO as the external auditor.

Under an outsourced service delivery model, we have engaged KPMG to provide internal audit services. During 2020–21 the internal audit program was delivered in line with the annual internal audit plan.

## Our planning and reporting framework

DPS continues to strengthen our internal planning, processes and controls to support broader corporate planning requirements.

In accordance with the PGPA Act, we develop a corporate plan outlining our purpose and providing clear direction on how we intend to achieve it.

The 2020–21 Corporate Plan is based on the commitments we made in the Portfolio Budget Statements (PBS) for 2020–21, including the outcome statement, objectives and deliverables. Performance criteria, performance measures and targets enable us to gauge how effectively it has delivered on its purpose.

The Corporate Plan is underpinned by business plans that outline how each branch will contribute to achieving our purpose. These key documents are then linked to individual work plans, which articulate managers' expectations.

DPS has developed a 2021–22 Corporate Plan to guide our work for the coming financial year and to underpin planning for the forward years.

**FIGURE 19:** Cascade of governance practices



## How we manage risks

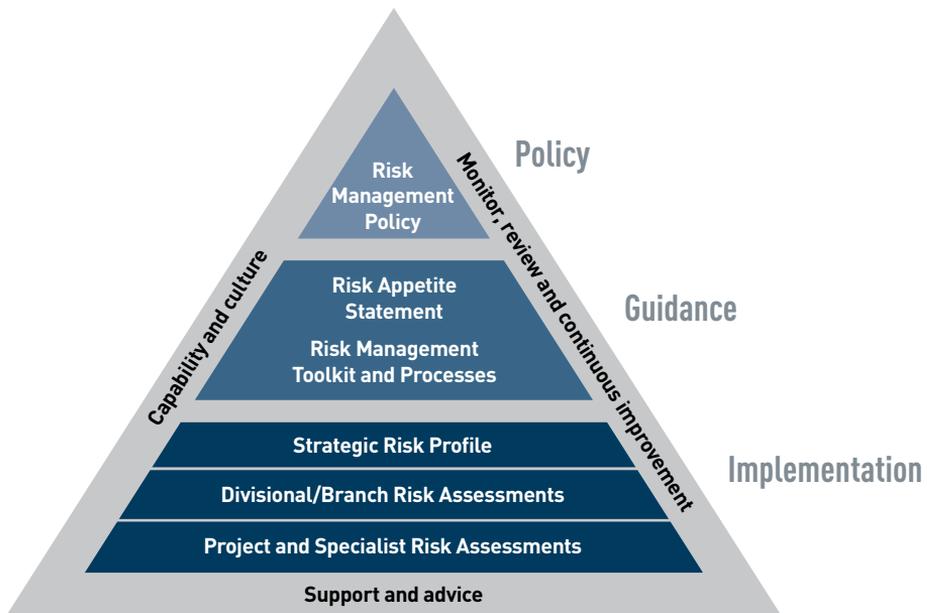
Work continued in 2020–21 to develop and improve our risk management capability. This included:

- embedding a risk management strategy to inform staff of their risk management obligations, and
- outlining a program of work for 2020–21 to embed risk management across the department.

Activities focused on:

- developing a positive risk management culture
- improving communication and consultation about risk, and
- improving risk management capability.

**FIGURE 20:** DPS risk framework



---

## Strategic risks and risk appetite

The strategic risks and risk appetite statement are reviewed annually as part of the risk management framework review. During the reporting period the risk appetite statement and strategic risk profile were reviewed for the department.

## Operational risks

During the annual business planning cycle, a risk assessment is integrated into the planning process for each branch to:

- ensure that risk management is integrated into business-as-usual activities, and
- embed risk management capability throughout the department.

## Business Continuity Management

Throughout 2020–21 we continued to work within the scope of our Business Continuity Management Policy and Framework in a challenging environment. This year we started a department-wide project to review the business impacts and recovery procedures that underpin our ability to effectively manage an incident or crisis.

## Fraud prevention

DPS is committed to ensuring compliance with section 10 of the PGPA Rule.

The department's established Fraud and Corruption Control Framework was developed in accordance with the Commonwealth Fraud Control Framework 2017 and is reviewed every three years.

The Fraud and Corruption Control Plan provides the framework for preventing, detecting, reporting and investigating fraud within the department.

Fraud awareness training is mandatory for all staff and is available on the DPS Learning Management System.

As at 30 June 2021, 95 per cent of our staff had completed this training.

In 2020–21 DPS undertook activities related to fraud control, including reviewing fraud risks, undertaking fraud risk assessments and updating the DPS Fraud and Corruption Control Framework.

No fraud investigations were undertaken in 2020–21. Five potential fraud incidents were reported to the fraud control officer. In two reports the allegations were substantiated during initial assessments and the matters were treated administratively. For the remaining three reports, the allegations were not substantiated and no further action was required.

## Ethical standards and behaviours

We are committed to the standards of integrity, good governance and ethical practices reflected in the PS Act.

All alleged breaches of the Code of Conduct are taken seriously and managed in accordance with the Parliamentary Service Code of Conduct contained in section 13 of the *Parliamentary Service Act 1999*. In 2020–21 three employees were found to have breached the Code of Conduct.

### *Public Interest Disclosure Act 2013*

The Commonwealth's *Public Interest Disclosure Act 2013* (PID Act) (Cth) promotes integrity and accountability in the Australian public sector by:

- encouraging the disclosure of information about suspected wrongdoing
- protecting people who make disclosures, and
- requiring departments and entities to take action.

DPS provides readily accessible information to staff on the PID Act, including links to information provided by the Commonwealth Ombudsman.

In 2020–21 four DPS authorised officers were approved to handle public interest disclosures.

In 2020–21 there were no public interest disclosures.

## Statement of significant non-compliance with the finance law

In 2020–21 DPS did not report any significant issues to the Presiding Officers under paragraph 19(1)(e) of the PGPA Act that related to non-compliance with the finance law in relation to DPS.

**TABLE 21:** Statement of significant non-compliance with the finance law

Description of non-compliance	Remedial Action
NIL	N/A

---

## EXTERNAL SCRUTINY

DPS operations are subject to scrutiny by a range of bodies, including parliamentary committees, the Australian National Audit Office (ANAO), judicial decisions and decisions of administrative tribunals. This section reports on inquiries, audits, reviews and legal actions relevant to DPS in 2020–21.

### Reports by the Australian National Audit Office

In 2020–21 the ANAO tabled two reports in Parliament in relation to financial statement audits involving the department:

- Report No. 25 of 2020–21, Audits of the Financial Statements of Australian Government Entities for the Period Ended 30 June 2020, tabled 17 December 2020, and
- Report No. 40 of 2020–21, Interim Report on Key Financial Controls of Major Entities, tabled 2 June 2021.

During 2020–21 the ANAO tabled one report in parliament in relation to a performance audit of DPS operations:

- Report no. 49 of 2020–21. Security Works at Parliament House.

### Parliamentary Workplace Review and Inquiry

In 2020–21, the department prepared a submission for the Review of the Parliamentary Workplace: Responding to Serious Incidents undertaken by Stephanie Foster PSM.

The consultation copy was released on 4 June 2021 and the final report was released on 26 July 2021 following acceptance of all ten recommendations by the Government. There are two findings which are relevant to DPS. These are:

#### 1. Recommendation 6

Where Department of Parliamentary Services (DPS) Parliamentary Security Service (PSS) officers or AFP officers deployed to Parliament House are the first to identify or respond to a serious incident within Parliament House, they should provide advice on avenues for assistance, including the 1800 APH SPT line and the complaints mechanism contact channels, in addition to any emergency response action and upward reporting required under their standard operating procedures. A confidential report on the incident should be provided to the SIT so that a case manager can make follow up contact with the individual and provide trauma-informed wraparound support, should it be required. DPS and the AFP should, as a matter of urgency, review their operational procedures to ensure they are fit for purpose with respect to appropriately responding to serious incidents within Parliament House.

## 2. Recommendation 7

To mitigate the risk of serious incidents occurring within Parliament House, measures to monitor after-hours access should be introduced. As a first step, a report of instances of after-hours access by staff should be made available to chiefs of staff or office managers, on request of the employing parliamentarian, to deter non-work related access. Parliamentarians could choose not to request such reports, pending resolution of any issues concerning parliamentary privilege. Further, areas of Parliament House accessed after-hours should be subject to additional patrols. These measures should be underpinned by a clear expectation from parliamentarians to their staff that after-hours access must be work related or for a legitimate purpose.

In response, the department has consulted with Ms Foster, the AFP and the Department of Finance. DPS has developed a suite of security related measures to identify, report and respond to serious incidents. To the extent possible we have implemented the new processes while other measures will require further parliamentary approval and additional resourcing to fully implement recommendations six and seven.

## Parliamentary Committees

### Senate Finance and Public Administration Legislation Committee

The department appeared before the Senate Finance and Public Administration Legislation Committee Estimates hearings on 19 October 2020, 22 March 2021, and 24 May 2021. During 2020–21, the department responded to 187 formal questions on notice containing 1,138 identifiable questions.

During 2020-21, the Senate Finance and Public Administration Legislation Committee conducted an inquiry into the operation and management of the Department of Parliamentary Services. The department took the opportunity to make a submission and provide evidence to the committee's inquiry, which highlighted the departments achievements and significant work undertaken since the 2014-15 inquiry. The inquiry hearing was held on 18 June 2021.

The Inquiry report made three recommendations when it released its findings on 30 June. While acknowledging the department's efforts to improve workplace culture and the work in protecting the security of ICT systems the report recommended DPS continue its efforts to:

- focus on improving workplace culture and employee engagement as a high priority, and particularly ensures that all sections and employees are aware of, and have confidence in, the appropriate avenues to raise concerns about workplace and employment concerns, and
- reviews options to further improve the security of these systems to protect against cyber security breaches.

---

The report's final recommendation was for DPS to work with the Australian Federal Police "to pursue continued improvements to Australian Parliament House security. In particular, DPS should act swiftly to progress the security-related recommendations of the *Review of the Parliamentary Workplace: Responding to Serious Incidents* (the Foster Review)".

The department welcomes the recommendations and has either implemented or progressing those recommendations.

### **Joint Standing Committee on the Parliamentary Library**

The JSCPL met three times in 2020–21 to consider matters relating to the Parliamentary Library. Further information on the JSCPL can be found in the Parliamentary Library chapter of this report.

### **Judicial decisions, decisions of Administrative Tribunals**

During 2020–21 there were no judicial or administrative tribunal decisions relating to DPS.

### **Freedom of Information**

The department is not subject to the *Freedom of Information Act 1982* (Cth) (FOI Act) and therefore does not have an information publication scheme.

### **Office of the Merit Protection Commissioner**

During 2020–21 there was one application for review made to the Office of the Merit Protection Commissioner.

### **Fair Work Ombudsman**

In 2020–21 there were no matters referred to the Fair Work Ombudsman for review.

### **Fair Work Commission**

During 2020–21 there was one application lodged by a former DPS employee in the Fair Work Commission for review. This application did not result in a significant development for DPS.

## **OUR PEOPLE**

During 2020–21 we commenced implementation of the Strategic Workforce Plan 2020–2025 (the plan). The plan sets out the strategies required to ensure our workforce has the skills and capabilities to support the work of the Parliament. It has been developed to take account of the changing needs of parliamentarians and building occupants within the context of a changing external environment and an increased internal demand for our services.

The strategic focus for 2020–21 has been developing the People Plan and embedding the *Core Capability Framework—Creating a Culture of Service Excellence and Innovation*.

The People Plan aims to establish sound cultural foundations and focuses on the organisational and workforce challenges identified in the Strategic Workforce Plan. Over the next five years, we will maintain a continual focus on the following four themes to develop our organisational culture and embed excellence and innovation in our service:

- values
- leadership
- performance, and
- reputation.

In December 2020, we launched our first Internal Mobility Register as part of a broader strategy to support career development, retain talented staff and promote internal employment opportunities. The department has a highly capable and diverse workforce distinguished by a wide range of professions and trades that service the Parliament. Since its launch, the Internal Mobility Register has identified nine talented employees across different professions who are currently completing temporary opportunities across the department.

## DPS workforce performance

At 30 June 2021, the department employed 1,074 staff (including staff on leave, secondment and inoperative staff), all based in Canberra. Our workforce comprised 925 ongoing employees (86 per cent) and 149 non-ongoing employees (14 per cent). Of the 149 non-ongoing employees, 80 are engaged for a 'specified term or a specified task' and 69 are engaged in 'irregular or intermittent' (casual) duties as shown in Figure 21.

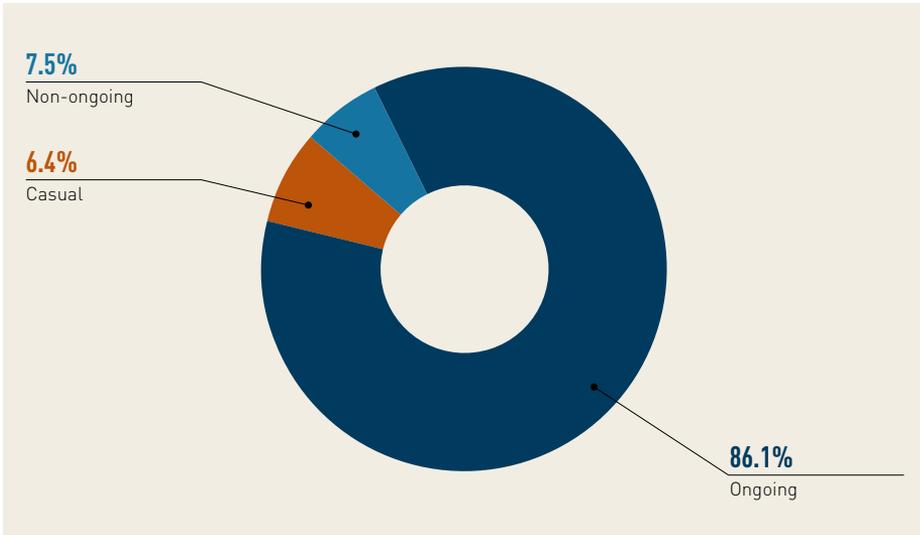
The number of ongoing employees increased by 69 this year, representing an eight per cent increase in the ongoing workforce since 30 June 2020. In contrast, the number of non-ongoing employees dropped by 26, representing a 15 per cent decrease in the same period.

Our workforce comprised the following full-time, part-time, sessional and casual work arrangements:

- 83.3 per cent full-time
- 7.3 per cent part-time
- 3.0 per cent sessional, and
- 6.4 per cent casual (see Figure 22).

These types of employment are used by the department to support the nature and demands of the parliamentary sitting patterns. The department's workforce statistics table can be found at Appendix B.

**FIGURE 21:** DPS workforce composition—30 June 2021



**FIGURE 22:** DPS employee working arrangements—30 June 2021

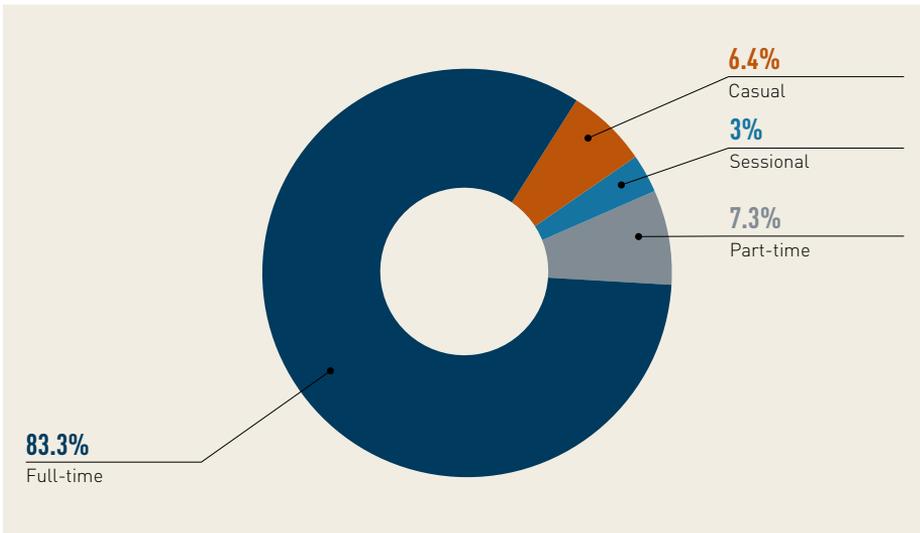


TABLE 22: Employment performance 2019–20 and 2020–21

Indicator	2019–20	2020–21
Total number of staff employed (headcount)	1,031	1,074
Total number of staff employed (headcount excluding casuals)	957	1,005
<b>Diversity</b>		
Females (percentage of total workforce)	39%	41%
People with identified disability (percentage of total workforce)	24 2.3%	25 2.3%
Aboriginal and Torres Strait Islander (percentage of total workforce)	22 2.1%	24 2.2%
Staff with English as a second language (percentage of total workforce)	9.5%	10.2%
<b>Health and Safety</b>		
Health and safety incidents (per 100 employees)	8.1	12.5
Health and safety 'near misses' (per 100 employees)	0.6	1.8
Number of health and safety representatives	26	25
<b>Learning and Development</b>		
Number of staff undertaking studies assistance	34	36
Number of recorded attendances at DPS compliance training activities	3,626	3,645
<b>Recruitment</b>		
Average number of days to fill vacancy (from advertising to delegate sign-off)	57	57
External 'new engagement' hires (percentage of total new ongoing hires)	52%	79%
Net recruitment rate*	0.96	1.2

\*Net recruitment rate indicates whether the DPS workforce is growing (net recruitment rate greater than 1) or contracting (net recruitment rate less than 1).

---

## Workforce diversity

In 2020–21 we continued our focus on a culture of inclusion and the removal of barriers, ensuring all staff have an opportunity to successfully contribute to the department’s shared purpose. The statistics on employees who identify as Indigenous or as having a disability have both remained relatively steady this reporting year, demonstrating the department’s ongoing commitment to supporting workforce diversity.

In the reporting year, we focused on several initiatives aimed at improving female representation across male dominated roles. These initiatives have resulted in an increase to the overall percentage of women in the total workforce.

## Reconciliation Action Plan

In November 2019 the four parliamentary departments launched the third Reconciliation Action Plan (RAP) 2019–2022. This is the parliamentary departments’ second Innovate RAP as part of the four-stage RAP spectrum. The RAP details how each department will work collaboratively with Aboriginal and Torres Strait Islander peoples towards achieving reconciliation.

The Innovate RAP has four key focus areas:

- relationships
- respect
- opportunities, and
- governance.

Together, parliamentary departments seek to achieve significant outcomes and momentum for reconciliation. This includes the strengthening of relationships with Aboriginal and Torres Strait Islander peoples and communities, promoting equity and building a work environment that is culturally safe. In January 2021 the department took over the chair and secretariat responsibilities for the RAP Champions group across the four parliamentary departments.

We are continually developing and creating new strategies and pathways to increase representation by First Nations peoples. An example is the Yiramarang Baayi Program, which is Wiradjuri for ‘Youth Footprints Program’. The Youth Footprints Program aims to inspire and connect with Indigenous primary school students (years 5 and 6) across the ACT and rural NSW. We will report more fully on this program in next year’s annual report.

## Parliamentary Service Indigenous Employee Network

The Parliamentary Service Indigenous Employee Network (PSIEN) is a culturally rich and diverse group of First Australians. The PSIEN provides a supportive environment for employees to meet, offer support and express their views, and share experiences and concerns pertaining to Indigenous matters both professionally and personally.

The PSIEN is continuing to gain momentum, increasing its membership and acting as an integral voice on cultural matters. In 2020–21 the PSIEN supported a number of initiatives, which included:

- National Reconciliation Week 2021 activities
- Acknowledgement of Country Ngunnawal language training 2021
- NAIDOC Week 2020 activities, and
- Work Exposure in Government Program 2020 virtual career day.

### NAIDOC Week 2020 and National Reconciliation Week 2021

NAIDOC Week 2020 celebrated the history, culture and achievements of Aboriginal and Torres Strait Islander peoples. We organised a range of activities to promote and acknowledge NAIDOC Week 2020, one of which included a presentation by Mr Shane Phillips, CEO of Tribal Warrior Association, and former Australian of the Year 'Local Hero' award winner. Mr Phillips spoke of his inspiring story around grassroots community mentoring for Aboriginal and Torres Strait Islander youth, while also promoting key messages of reconciliation.

To celebrate National Reconciliation Week 2021, we hosted activities that encouraged staff to reflect on reconciliation and to learn more about Australia's shared history. This included a film screening of *Emu Runner*, face-to-face cultural appreciation training and Yeribee tours, which showcase Indigenous artwork in Parliament House.



DPS staff participate in NAIDOC week, with guest speakers discussing a range of issues facing First Nations people in Australia.



Danny Rumsey, who plays a modified harp, and his brother Andrew, at the launch of the DPS Accessibility and Inclusion Plan.

---

### **Case study: Launch of the Accessibility and Inclusion Action Plan**

We launched our first Accessibility and Inclusion Action Plan on the International Day of People with Disability on 3 December 2020. This reflects our ongoing commitment to building disability confidence within Australian Parliament House, for staff, building occupants and visitors.

The three-year plan details the department's approach to achieving better outcomes for people with disability and is consistent with our gold membership of the Australian Network on Disability.

Within six months of launching the action plan, we have made significant progress towards implementing our goals. A first step has been to encourage staff to reflect their disability status more accurately in our human resources systems. We have established a Disability and Carers Employee Network, and in 2021, will introduce a new Secretary Awards category for employees who champion diversity and foster an inclusive workplace.

We have updated our digital environment so live streaming of parliamentary proceedings complies with Commonwealth guidelines. We also update our website regularly to ensure it aligns with accessibility guidelines.

We continue to make physical upgrades to Parliament House to ensure it meets the needs of all Australians which includes a program of upgrades to our accessible bathrooms to comply with contemporary accessibility standards.

In 2020 we opened a new accessible 'Changing Places' bathroom in the public area of Parliament House. A Changing Places facility allows people with high support needs to fully participate in the community and provides a height-adjustable adult-sized change table, a ceiling track hoist system and automatic door.

The bathroom is the first to be completed as part of a program to upgrade 60 accessible bathrooms across Parliament House in coming years.

## Disability

The department launched its first Accessibility and Inclusion Action Plan (AIAP) 2020–23 on 3 December 2020. The three-year plan focuses on improving existing and emerging accessibility and inclusion needs across Parliament House for clients, visitors, building occupants and staff with a disability.

As a gold level member of the Australian Network on Disability (AND), the department used its membership to access:

- specialised consultation hours with an AND disability expert
- guidance around documentation development, and
- bespoke disability confidence training sessions.

## Disability reporting

The National Disability Strategy is Australia’s overarching framework for disability reform. It acts to ensure the principles underpinning the United Nations Convention on the Rights of Persons with Disabilities are incorporated into Australia’s policies and programs that affect people with disability, their families and carers.

All levels of government will continue to be held accountable for the implementation of the strategy through progress reporting to the Australian, state, territory and local governments. Progress reports can be found at [dss.gov.au](http://dss.gov.au). Disability reporting is included in the Australian Public Service Commission’s *State of the Service* reports and the *APS Statistical Bulletin*. These reports are available at [apsc.gov.au](http://apsc.gov.au).

## Recruitment through entry-level programs

The diverse range of occupations within the department means that entry-level programs extend beyond traditional corporate roles and include specialised trades and vocational professions. In January 2018 the department launched its first apprentice program, employing apprentices across a range of trade qualifications:

- culinary
- electrotechnology
- air-conditioning and refrigeration
- carpentry
- plumbing
- horticulture
- sports turf management, and
- stonemasonry.

The apprentice program creates a pathway for the generational transfer of knowledge, enabling long-serving tradespeople to pass on the unique skills required to maintain the effective stewardship of the building. The program is now in its third year and eight apprentices are currently completing their on-the-job-training and competency-based training. The duration of training will depend on the apprentice and their trade qualification, with typical completion timeframes between three and four years.

## Graduate development programs

In February 2021 five participants completed a 12-month graduate development program. The program is comprised of various rotations, on-the-job training, project-based activities and external learning workshops. To build internal specialist skills, knowledge and experience, the participants were placed across Security, Communication and Corporate Relations, Corporate Operations and Property Services Branches. Following the success of the last cohort, the department has commenced work on the 2022 Graduate Program.

In 2021 we also participated for the first time in the APS Human Resources (HR) Graduate Program. One HR graduate was employed through this program. It aims to identify and develop the next generation of HR leaders and build strategic HR capability.

## Indigenous development programs

As part of a broader strategy to strengthen employment opportunities for Aboriginal and Torres Strait Islander people, we participate annually in the Indigenous Apprenticeship Program (IAP) managed through Services Australia. The IAP plays a pivotal role in increasing Indigenous employment opportunities across the Commonwealth.

In February 2021, the department's first IAP participant graduated from the program after successfully completing 12 months of training and on-the-job learning. The department also welcomed a new IAP participant in June 2021.

**TABLE 23:** Staff undertaking entry level programs during 2020–21

	PS level	Number of participants
Apprenticeship Program (trade based)	PSL2 to PSL3	8
DPS Graduate Development Program	PSL3 to PSL4	5
APS HR Graduate Program	PSL3 to PSL4	1
Indigenous Apprenticeship Program (IAP)	PSL2 to PSL3	2

## Workforce mobility and retention

During 2020–21 there were 238 commencements. This is an increase of 42 from 2019–20. Of these 136 were ongoing employees. This is an increase of 35 from 2019–20.

**TABLE 24:** Overview of DPS commencement rates for staff from 2019–20 to 2020–21

	2019–20	2020–21
Commencements	196	238
Commencement rate*	18.9%	23.1%
Commencements (ongoing employees)	101	136
Commencement rate (ongoing employees)**	11.9%	15.4%

In the same 12-month period, there were 194 employee separations—11 less than in 2019–20. Of these, 135 were ongoing employee separations, nine more than in 2019–20. The ongoing employee separation rate from DPS was 15.3 per cent, this is an increase of 0.4 per cent from 2019–20.

**TABLE 25:** Overview of the DPS separation rates for staff from 2019–20 to 2020–21

	2019–20	2020–21
Staff separations (headcount)	205	194
Employee turnover rate (total)*	19.8%	18.8%
Staff separations (ongoing employees)	126	135
Employee turnover rate (ongoing employees)**	14.9%	15.3%

\*Turnover rate calculated by the number of total employees who left DPS during the period (voluntary and non-voluntary) as a percentage of the average headcount of the period.

\*\*Ongoing turnover rate calculated by the number of total ongoing employees who left DPS during the period (voluntary and non-voluntary) as a percentage of the average ongoing headcount of the period.

The *Department of Parliamentary Services Enterprise Agreement 2017* (enterprise agreement) was the primary employment instrument in 2020–21. The nominal expiry date of the enterprise agreement is 11 January 2021; however, the agreement continues to operate post nominal expiry with pay adjustments provided through a determination made by the Secretary under section 24(1) of the *Parliamentary Service Act 1999*. At 30 June 2021, a total of 1,060 employees were covered by the agreement and, of these, 84 had individual flexibility arrangements. The department uses individual flexibility arrangement to secure specialist skills that are critical to business needs, and for operational requirements.

Twelve Senior Executive Service (SES) officers were covered by determinations under subsection 24(1) of the *Parliamentary Service Act 1999* (Cth).

**TABLE 26:** *Parliamentary Service Act 1999* employment arrangements current report period (2020–21)

	SES	Non-SES	Total
Enterprise agreement	0	1,060	1,060
Individual flexibility arrangements	0	84	84
Section 24(1) determination	12	0	12

## Executive remuneration disclosure

The categories of officials covered by the disclosure include key management personnel and senior executives.

## Remuneration policy, practices and governance

The Secretary's and Parliamentary Librarian's remuneration is determined by the Presiding Officers under subsections 63(1) and 38E(1) respectively, on advice from the Remuneration Tribunal.

Salaries for SES employees are generally set at rates within a salary band applicable to each SES classification.

SES salary ranges are reviewed annually taking into consideration a range of factors impacting remuneration across the Commonwealth public sector, including:

- APS Executive Remuneration Management Policy
- Government's Public Sector Workplace Relations Policy
- APS Remuneration report
- Remuneration Tribunal determination
- current remuneration for SES officers, and
- budget position of DPS.

The SES Remuneration and Performance Policy operates on an annual cycle in line with the financial year, with pay rises taking effect from 1 July. SES employees' salaries are reviewed by the Secretary at the end of each annual performance cycle and increases to base salary are based on satisfactory performance. There were no increases to SES employees' salaries in 2020–21 due to a pause on SES remuneration increases. The details of DPS key management personnel, executive and other highly paid staff remuneration are included in Appendix B.

## Non-salary benefits

Non-salary benefits available to our employees include influenza vaccinations, free membership to the Parliament House Health and Recreation Centre, access to the Employee Assistance Program (EAP) and car parking. Other benefits that may be available include laptop computers, tablets, mobile phones and airline lounge membership.

## Learning and development

The department recognises its staff as a valuable resource and is committed to the ongoing development of the workforce. Creating pathways that develop the skills, capabilities and knowledge of staff is a key principle behind corporate training.

Our staff's capability is built through a blended learning approach which includes:

- on-the-job training
- feedback and mentoring
- values based training
- specialist knowledge and skills training
- developing-awareness training, and
- profession specific training.

Learning and development programs are aligned with the corporate plan, departmental strategic themes and our *Core Capability Framework*.

## Leadership development

As part of leadership development, we offer a variety of programs to staff with management responsibility while recognising that leaders are found at all classification levels. Staff from across the department, including senior executives, have had the opportunity to participate in the Public Sector Management Program, Future Women Leaders Program, Women in Mentoring Program and Individual Executive Coaching.

## Studies assistance

We support employees to undertake tertiary studies administered through our Studies Assistance Policy. The department supported 36 employees to undertake a range of tertiary studies during the year, providing a total of 1,672 hours of study leave and \$52,534.90 in financial contributions.

---

## Employee induction

All new staff take part in the Welcome to DPS induction program, which explores our strategic direction and history, the building and our stewardship. The all-day program focuses on what is expected of staff and their responsibilities and introduces our values that shape and drive our culture. Key topics include:

- outlining and discussing values, culture, behaviour and conduct expectations
- introducing design integrity concepts and learning about the construction and history of Parliament House
- explaining the departmental structure, functions and approaches to governance
- completing mandatory training topics on workplace health and safety and on physical and information technology security, and
- meeting with members of the senior leadership team.

## Organisational culture and employee engagement

Culture change in the department is being driven by a broad range of activities that follow organisational development principles—an objective-based approach to systematic change that will enable the department to build and sustain a future culture of service excellence and innovation.

A broad range of culture change activities have been designed, developed and implemented over the past two years, with more planned for 2021 and beyond. These activities recognise that culture change is a large-scale organisational undertaking and that it can take years before tangible change can be measured. We have adopted an approach that features a set of incremental and integrated interventions aimed at not only changing the culture, but also building organisational capability and strengthening organisational performance.

Throughout 2020–21 the department focused on strategic workforce planning, employee induction and team leader training.

## Culture training

In the reporting year, senior leadership teams across each division and branch participated in Living the Values workshops. These workshops were developed to promote and build a shared whole-of-organisation view on how our values guide and shape our work and culture.

As part of corporate training, the department also released a variety of new training packages for staff to complete. The training packages included:

- Respectful Workplaces
- Bullying and Harassment
- Work Health and Safety online
- Cultural Appreciation, and
- Customer Service.

The Creating a Positive Culture Workshop also continued to feature on the corporate training calendar. The course was originally piloted in 2019 and had significant uptake across the department. Due to this success, the department made the course a permanent fixture on the corporate training calendar. The course provides participants with motivational information and techniques to create a more positive personal and professional culture in the workplace. Participants are equipped to contribute to cultural transformation by developing the mindset required to create, lead and maintain a positive, solutions-focused culture.

## Strategic workforce planning

Strategic workforce planning is a process to ensure organisations understand their current and future workforce requirements, and identify and implement strategies to mitigate identified workforce risks.

The strategic workforce planning process is also a key lever to help drive cultural change. The planning scenarios used throughout the process were designed to focus on continuous innovation and service excellence.

Workforce capability analysis was undertaken throughout the planning process. Core capabilities are the essential behaviours, skills, knowledge, abilities and attributes required for an organisation to deliver on its vision, mission and purpose. They are relevant to all staff in any role and complement job-specific technical capabilities. Analysing capability levels provides a solid baseline for future workforce planning and management, and is critical to implement change successfully.

The department has developed a core capability framework that describes the attitudes, behaviours and capabilities that are critical to a culture of service excellence and continual innovation. Using the core capability framework, the strategic workforce planning process confirmed our workforce has the following strengths:

- *Living Our Values*—acting with integrity, upholding the parliamentary service values, being ethical and professional in all that we do to service the Parliament of Australia.
- *Being Accountable*—taking responsibility for our own actions, delivering results, adhering to legislation and governance frameworks, and proactively managing risk.
- *Being Inclusive*—demonstrating a commitment to diversity and cultural intelligence by being respectful and responding appropriately to individual and cultural differences.
- *Managing Ambiguity*—maintaining focus and energy even under adversity and during times of uncertainty or change.
- *Delivering Results*—using resources appropriately to provide high-quality professional services, advice and facilities to support the Parliament, our staff and community.

The planning process guided a range of HR activities for the medium to long term. Establishing a 'People Plan', increasing core capability development, strengthening the department's employee value proposition, and assisting with future business planning will ensure the department continues to transform and strengthen its culture.

---

## Annual DPS staff survey

Our Annual Staff Survey was conducted between 3 November and 1 December 2020. As in previous staff surveys, the 2020 survey measured staff views about their job, their team, the leadership of the department and DPS as an organisation. Staff also provided views on the COVID-19 pandemic. A shorter, more accessible survey was offered in 2020 to take account of our unique work environment, resulting in a 79 per cent participation rate—an increase of 20 percentage points from the 2019 survey.

The findings demonstrate our department's strengths and reiterate our commitment to service and our core values:

- 90 per cent of staff have positive relationships with their colleagues
- 70 per cent of staff are satisfied with the culture in their work groups
- 75 per cent of staff are completely engaged in their work
- 85 per cent of staff have a positive working relationship with their supervisor, and
- 89 per cent of staff are determined to give their best effort each day.

Areas that were working well and those where there is scope for improvement were raised and discussed in branch level workshops across the department. Outcomes from these workshops were incorporated into branch level action plans identifying opportunities to improve the work environment and actions to harness those opportunities across 2021.

## Work Health and Safety (WHS)

### WHS achievements in 2020–21

The COVID-19 pandemic continued to result in significant activity for the department during 2020–21 through the coordination, procurement and distribution of appropriate personal protective equipment (PPE). Hand sanitiser, disinfectant wipes, gloves, tissues, spray disinfectant and face masks were made available at multiple points in Parliament House. The control measures for managing the risk of COVID-19 within Parliament House met the department's obligations under the *Work Health and Safety Act 2011*. This was supported by a Comcare audit that provided assurance we had implemented appropriate protocols and arrangements in relation to COVID-19.

### WHS activities and initiatives

The DPS Early Intervention Scheme (EIS) supports staff experiencing acute injury or illness. The EIS, combined with ongoing active rehabilitation case management has resulted in a 46 per cent reduction in the department's Comcare workers' compensation premium in 2020–21.

The department coordinated the annual influenza vaccination program for occupants of Parliament House during 2020–21. The vaccinations were delivered through onsite clinics and an offsite voucher system with a total of 1,157 participants vaccinated.

DPS organised Comcare to deliver mandatory 'Due Diligence and Promoting a Safety Culture' training to our PEL1 and PEL2 staff during 2020–21. This training assisted with meeting objectives under the DPS WHS Framework to improve WHS leadership and culture and to assist the SES in meeting their WHS responsibilities. Approximately 215 PEL1 and PEL2 employees attended the training. This complements mandatory due diligence training for all SES employees which was held in July 2020.

### **Consultation on WHS issues**

The department maintains a high level of consultation on WHS issues. Staff are represented on health and safety committees that monitor and advise on WHS programs.

The DPS Peak WHS Committee meets quarterly, focuses on reviewing WHS policies and procedures and takes a strategic approach to WHS management across the department. Individual branches also hold their own WHS committee meetings.

Our Contractors' WHS subcommittee meets quarterly and provides a valuable mechanism to address WHS issues related to the work performed by the large number of contractors at Parliament House.

Health and safety representatives (HSRs) are part of the department's consultative network, which also includes harassment contact officers (HCOs). At 30 June 2021, we had 25 HSRs and 19 HCOs.

### **WHS training**

A range of WHS related training was provided throughout the year, including generic induction and refresher sessions for staff and managers. Approximately 889 staff participated in generic WHS training programs.

A new e-learning package for WHS awareness refresher training was implemented in 2020–21.

### **Incident reporting and investigation**

One hundred and thirty-four incident reports were submitted by DPS employees during 2020–21. This is an increase from the 2019–20 reporting period but is consistent with pre-COVID-19 reporting. Three incidents were notified to Comcare in accordance with section 38 of the WHS Act. Incidents were examined by our staff and remedial action was taken where necessary. Comcare did not conduct any investigations into incidents during 2020–21 and no enforcement measures (notices) were issued under Part 10 of the WHS Act. No enforceable undertakings were issued under Part 11 of the WHS Act.

### **Nurse's centre**

We employ a full-time registered nurse for the APH Nurse's Centre, with the primary function to provide first aid services to building occupants and visitors.

Additional responsibilities include supporting WHS activities, auditing and maintaining first aid kits and equipment and coordinating health promotion and health surveillance activities for our staff.

---

## ASSET MANAGEMENT

The department manages departmental and administered property, land and equipment, and intangible assets, with a value of \$2,849.0 million (2019–20: \$2,748.6 million). Administered assets of \$2,757.1 million (2019–20: \$2,657.4 million) primarily relate to Parliament House, incorporating the building, land and cultural assets. Departmental assets of \$91.9 million (2019–20: \$91.2 million) primarily relate to information technology, software, furniture and equipment.

DPS' managed assets are replaced through an annual capital management plan. DPS monitors delivery of the capital management plan on a regular basis to ensure that the planned expenditure reflects the department's business requirements.

The department undertakes annual stock-takes, impairment and revaluation reviews which are used to update and verify the accuracy of asset records. Reviews are also undertaken on the condition and ongoing utility of assets. Review outcomes are considered as part of assurance of the annual financial statements.

## PURCHASING

DPS has focused on building internal capability through enhanced education and formal training programs for staff during 2020–21. As a result, the department has increased awareness of procurement practices and financial frameworks. Our frameworks are managed in accordance with the Commonwealth Procurement Rules (CPRs), the PGPA Act and Rule and the DPS Accountable Authority Instructions (AAIs).

The department's primary procurement objectives are to:

- ensure that value for money is consistently obtained through:
  - encouraging competition
  - promoting the efficient, effective, economical and ethical use of resources, and
  - conducting DPS business in an environment of accountability and transparency.
- support the department's business requirements to undertake procurement and contracting arrangements in a compliant manner
- encourage the use of Indigenous business and support the Indigenous Procurement Policy, and
- engage small and medium enterprises and local businesses wherever this is practical and consistent with the achievement of value for money.

We have a specialist procurement unit, which ensures that:

- established guidelines and procedures are observed by DPS personnel undertaking procurement and contract management activities
- statutory reporting responsibilities are met
- contracting and tendering activities are done in accordance with the Commonwealth Procurement Framework and other legislative requirements, and
- ongoing training is provided to DPS personnel who are involved in procurement and contract management activities.

## CONSULTANTS

DPS classifies consultants as 'individuals, partnerships or corporations engaged to provide professional, independent, and expert advisory services to the Department'. DPS engages consultants where there is a need for independent research or assessment, or where specialised or professional skills are required and are not otherwise available in-house.

During 2020–21, 11 new consultancy contracts were entered into involving total actual expenditure of \$318,823 (inc. GST). In addition, 10 ongoing consultancy contracts were active during this period, involving total actual expenditure of \$456,052 (inc. GST). The method of procurement for consultancy arrangements is determined by the complexity, nature and value of each individual requirement, noting the achievement of a value-for-money outcome that supports our business requirements.

Consultants were engaged by the department via approaches to the market and through our access to consultancy panels and multi-use lists established by other departments for:

- reviews of resources and processes
- design integrity advice, and
- specialist business advice and planning.

Annual reports contain information about actual expenditure on contracts for consultancies. Information on the value of contracts for consultancies is available on the AusTender website [tenders.gov.au](https://tenders.gov.au).

**TABLE 27:** Expenditure on reportable consultancy contracts, current period (2020–21)

	Number	Expenditure \$ (GST inc.)
New contracts entered into during the reporting period	11	\$318,823
Ongoing contracts entered into during a previous reporting period	10	\$456,052
<b>Total</b>	<b>21</b>	<b>\$774,875</b>

### Reportable non-consultancy contracts

During 2020–21, 401 new reportable non-consultancy contracts were entered into. The total actual expenditure on these contracts was \$32,414,568 (inc. GST). The number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period is 258, with total actual expenditure of \$119,392,802 (inc. GST).

Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website [tenders.gov.au](https://tenders.gov.au).

**TABLE 28:** Expenditure on reportable non-consultancy contracts current report period (2020–21)

	Number	Expenditure \$ (GST inc.)
New contracts entered into during the reporting period	401	\$32,414,568
Ongoing contracts entered into during a previous reporting period	258	\$119,392,802
Total	659	\$151,807,370

**TABLE 29:** Organisations receiving a share of reportable consultancy contract expenditure during current reporting period (2020–21)

Name of Organisation	Expenditure \$ (GST inc)
Guida Moseley Brown P/L (34 101 197 246)	\$267,441
Synergy Group Australia Pty Ltd (65 119 369 827)	\$95,943
Axios IT (94 114 708 753)	\$91,420
Callida Consulting (40 154 007 664)	\$54,760
Peppertree Cloud Consulting Pty Ltd (70 644 370 918)	\$52,800
GHD (39 008 488 373)	\$40,920

**TABLE 30:** Organisations receiving a share of reportable non-consultancy contract expenditure during the current reporting period (2020–21)

Name of Organisation	Expenditure \$ (GST inc)
Manteena Security Aust Pty Ltd (39 135 926 046)	\$21,237,845
Lendlease Building Pty Limited (97 000 098 162)	\$17,132,025
Manteena Commercial Pty Ltd (56 614 438 989)	\$9,246,639
Dimeo Cleaning Services Pty Ltd (42 470 275 516)	\$8,350,244
ActewAGL Retail (46 221 314 841)	\$4,862,380

## AUSTRALIAN NATIONAL AUDIT OFFICE ACCESS CLAUSES

All DPS contracts allow access for audit purposes.

## EXEMPT CONTRACTS

During 2020–21, no DPS contracts or standing offers were found to be exempt from being published via AusTender, on the basis that they would disclose exempt matters under the Fol Act.

## PROCUREMENT INITIATIVES TO SUPPORT SMALL BUSINESS

The department supports small business participation in the Commonwealth Government procurement market. Small and medium enterprises (SMEs) and small enterprise participation statistics are available on the Department of Finance's website: [www.finance.gov.au/government/procurement/statistics-australian-government-procurement-contracts-](http://www.finance.gov.au/government/procurement/statistics-australian-government-procurement-contracts-).

We are focused on achieving the best value-for-money outcome in each circumstance and supports and encourages engagement with SMEs wherever practical.

Consistent with paragraph 5.5 of the Commonwealth Procurement Rules (CPRs), to ensure that SMEs can engage in fair competition for Commonwealth business, the department applies the following procurement practices:

- use of the Commonwealth Contracting Suite for low-risk procurements valued up to \$200,000 and some procurements valued up to \$1 million, where practical, and
- shortening payment times to facilitate on-time supplier payment.

To achieve best practice procurement processes, the relevant divisions of the CPRs are applied as appropriate.

DPS recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on Treasury's website: [treasury.gov.au](http://treasury.gov.au).

---

## CHILD SAFE FRAMEWORK

The department is committed to the principles of the Commonwealth Child Safe Framework (CCSF), by safeguarding the wellbeing of children during visits to or while working in Parliament House.

Connecting with young people is an important part of our community engagement strategy. As a result, we have developed several successful children-focused programs such as school visits, work experience placements and guided tours.

To remain compliant with the CCSF, we have developed a Child Safe Policy to further embed a child-safe culture and practices within our workplace. The policy is available on the department's intranet site.

We have also developed a robust risk assessment in line with the CCSF to identify, monitor and manage all relevant risks. This assessment is reviewed annually to ensure currency. The Risk Assessment Review was conducted in June 2021. Our assessment is that the risk to the safety of children in Parliament House remains low.

During 2021 the department initiated an annual compliance assessment program and our assessment for the 2020–21 financial year is that we remain compliant with the requirements of the CCSF.

Our adoption of the CCSF and the consequential development of our policy and risk assessment have increased staff awareness of the need for constant vigilance and early preparation to ensure child safety. We have also strengthened our utilisation of working with vulnerable persons checks within business areas that engage with children.

## COMMITMENT TO INDIGENOUS ARTISTS' RIGHTS

The Parliament House Art Collections are significant public collections of Australian art.

The department is committed to applying appropriate policies and procedures in all aspects of its dealings with Indigenous artists and their works.

DPS is a member of the Indigenous Art Code, which promotes industry best practice in upholding Indigenous Australian artists' rights.

We adopt the Charter of Principles for Publicly Funded Collecting Institutions in managing the Parliament House Art Collections. The charter promotes professional best practice in acquiring and managing works by Indigenous artists.







# FINANCIAL STATEMENTS

---

# 6

Independent Auditor's report	144
Statement by the Secretary and the Chief Financial Officer	147
Statement of comprehensive income	149
Statement of financial position	150
Statement of changes in equity	151
Statement of cash flows	152
Administered schedule of comprehensive income	153
Administered schedule of assets and liabilities	154
Administered reconciliation schedule	155
Administered cash flow statement	156
Overview	157
Budget variance commentary	159
Notes	161

---



Auditor-General for Australia



## INDEPENDENT AUDITOR'S REPORT

### To the President of the Senate and the Speaker of the House of Representatives

#### Opinion

In my opinion, the financial statements of the Department of Parliamentary Services (the Entity) for the year ended 30 June 2021:

- (a) comply with Australian Accounting Standards – Reduced Disclosure Requirements and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2021 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2021 and for the year then ended:

- Statement by the Secretary and Chief Finance Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement;
- Administered Schedule of Comprehensive Income;
- Administered Schedule of Assets and Liabilities;
- Administered Reconciliation Schedule;
- Administered Cash Flow Statement; and
- Notes to the financial statements, comprising a summary of significant accounting policies and other explanatory information.

#### Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by me. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's *APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Key audit matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial statements of the current period. These matters were addressed in the context of my audit of the financial statements as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

GPO Box 707 CANBERRA ACT 2601  
38 Sydney Avenue FORREST ACT 2603  
Phone (02) 6203 7300 Fax (02) 6203 7777

<b>Key audit matter</b>	<b>How the audit addressed the matter</b>
<p data-bbox="262 342 470 371"><b>Valuation of Buildings</b></p> <p data-bbox="262 380 672 428"><i>Refer to Note 4.1A Administered – Non-Financial Assets</i></p> <p data-bbox="262 437 672 533">This was an area of focus due to the complexities in the judgements underpinning the calculation of the fair value of buildings, being Parliament House. As at 30 June 2021 buildings were valued at \$2.47 billion.</p> <p data-bbox="262 542 672 658">The valuation is complex due to the unique nature of each building component that comprises Parliament House. Significant judgement is exercised in making the estimation, which is based on current replacement cost and useful life.</p>	<p data-bbox="672 342 940 371">To address the key audit matter, I</p> <ul data-bbox="672 380 1104 533" style="list-style-type: none"> <li data-bbox="672 380 1104 428">• evaluated the competence, capability and objectivity of the Entity's valuation expert; and</li> <li data-bbox="672 437 1104 533">• assessed the appropriateness of methodologies used including evaluating the appropriateness of key assumptions applied by the Entity's valuation expert.</li> </ul>

### **Accountable Authority's responsibility for the financial statements**

As the Accountable Authority of the Entity, the Secretary is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Reduced Disclosure Requirements and the rules made under the Act. The Secretary is also responsible for such internal control as the Secretary determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Secretary is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Secretary is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

### **Auditor's responsibilities for the audit of the financial statements**

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related

disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and

- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

From the matters communicated with the Accountable Authority, I determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. I describe these matters in my auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Australian National Audit Office



Grant Hehir  
Auditor-General

Canberra  
9 September 2021

**Department of Parliamentary Services  
Financial Statements for the period ended 30 June 2021**

**Statement by the Secretary and the Chief Finance Officer**

In our opinion, the attached financial statements for the year ended 30 June 2021 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Department of Parliamentary Services will be able to pay its debts as and when they fall due.



Signed.....

Robert Stefanic

Secretary

9 September 2021



Signed.....

Matthew O'Brien

Chief Finance Officer

9 September 2021

## Table of contents

### Departmental primary statements

Statement of Comprehensive Income .....	149
Statement of Financial Position .....	150
Statement of Changes in Equity .....	151
Statement of Cash Flow .....	152

### Administered primary statements

Administered Schedule of Comprehensive Income .....	153
Administered Schedule of Assets and Liabilities .....	154
Administered Reconciliation Schedule .....	155
Administered Cash Flow Statement .....	156

### A. Overview

Overview .....	157
----------------	-----

### B. Budget variance commentary

Budget variance commentary .....	159
----------------------------------	-----

### C. Notes

#### 1. Financial performance

- 1.1: Expenses
- 1.2: Own-source revenue and gains

#### 3. Financial position

- 3.1: Financial assets
- 3.2: Non-financial assets
- 3.3: Payables
- 3.4: Interest bearing liabilities

#### 5. Funding

- 5.1: Appropriations

#### 7. Managing uncertainties

- 7.1: Contingent assets and liabilities
- 7.2: Financial instruments

#### 2. Income and expenses administered on behalf of Government

- 2.1: Administered – Expenses

#### 4. Assets and liabilities administered on behalf of Government

- 4.1: Administered – Non-financial assets

#### 6. People

- 6.1: Employees
- 6.2: Related party disclosures
- 6.3: Key management personnel remuneration

#### 8. Other information

- 8.1: Current/non-current distinction for assets and liabilities

## STATEMENT OF COMPREHENSIVE INCOME

for the period ended 30 June 2021

	Note ref		2021 \$'000	2020 \$'000	Original Budget 2021 \$'000
<b>NET COST OF SERVICES</b>					
<b>Expenses</b>					
Employee benefits	6.1A	B3	98,811	96,798	107,470
Suppliers	1.1A	B1	53,826	49,256	57,439
Depreciation and amortisation	3.2A		21,203	22,471	20,584
Impairment loss on financial instruments			56	16	-
Write-down and impairment of other assets			146	-	-
Losses from asset sales			26	28	-
Finance costs			10	18	19
<b>Total expenses</b>			<b>174,078</b>	<b>168,587</b>	<b>185,512</b>
<b>Own-Source Income</b>					
<b>Own-source revenue</b>					
Revenue from contracts with customers	1.2A	B1	8,228	12,607	13,851
Other revenue			745	475	890
Resources received free of charge			186	186	-
<b>Total own-source revenue</b>			<b>9,159</b>	<b>13,268</b>	<b>14,741</b>
<b>Gains</b>					
Other gains			2	-	-
<b>Total gains</b>			<b>2</b>	<b>-</b>	<b>-</b>
<b>Total income</b>			<b>9,161</b>	<b>13,268</b>	<b>14,741</b>
<b>Net cost of services</b>			<b>164,917</b>	<b>155,319</b>	<b>170,771</b>
Revenue from Government – appropriation	5.1A		151,168	124,666	151,168
<b>Deficit attributable to the Australian Government</b>			<b>(13,749)</b>	<b>(30,653)</b>	<b>(19,603)</b>
<b>OTHER COMPREHENSIVE INCOME</b>					
<b>Items not subject to subsequent reclassification to net cost of services</b>					
Changes in asset revaluation surplus	3.2A	B2	(1,686)	(236)	-
<b>Total other comprehensive income</b>			<b>(1,686)</b>	<b>(236)</b>	<b>-</b>
<b>Total comprehensive loss</b>			<b>(15,435)</b>	<b>(30,889)</b>	<b>(19,603)</b>

The above statement should be read in conjunction with the accompanying notes, including budget variance commentary.

**STATEMENT OF FINANCIAL POSITION**  
as at 30 June 2021

			2021	2020	Original Budget 2021
	Note ref		\$'000	\$'000	\$'000
<b>ASSETS</b>					
<b>Financial assets</b>					
Cash and cash equivalents			855	1,097	1,097
Trade and other receivables	3.1A	B4	<u>34,376</u>	<u>26,045</u>	<u>26,045</u>
<b>Total financial assets</b>			<u>35,231</u>	<u>27,142</u>	<u>27,142</u>
<b>Non-financial assets</b>					
Property, plant and equipment:					
Information and communication technology	3.2A	B2	23,275	28,331	28,195
Other plant and equipment	3.2A		8,601	8,260	8,220
Library collection	3.2A		7,991	8,016	7,978
Right of use assets	3.2A	B2	1,960	1,001	708
Intangibles	3.2A		50,087	45,626	48,388
Inventories	3.2B		388	402	402
Prepayments			<u>4,714</u>	<u>4,176</u>	<u>4,176</u>
<b>Total non-financial assets</b>			<u>97,016</u>	<u>95,812</u>	<u>98,067</u>
<b>Total assets</b>	8.1A		<u>132,247</u>	<u>122,954</u>	<u>125,209</u>
<b>LIABILITIES</b>					
<b>Payables</b>					
Suppliers			5,587	5,437	5,437
Other payables	3.3A		<u>2,842</u>	<u>1,854</u>	<u>1,854</u>
<b>Total payables</b>			<u>8,429</u>	<u>7,291</u>	<u>7,291</u>
<b>Provisions</b>					
Employee provisions	6.1B		<u>28,217</u>	<u>28,510</u>	<u>28,510</u>
<b>Total provisions</b>			<u>28,217</u>	<u>28,510</u>	<u>28,510</u>
<b>Interest bearing liabilities</b>					
Leases	3.4A	B2	<u>1,930</u>	<u>993</u>	<u>1,024</u>
<b>Total interest bearing liabilities</b>			<u>1,930</u>	<u>993</u>	<u>1,024</u>
<b>Total liabilities</b>	8.1A		<u>38,576</u>	<u>36,794</u>	<u>36,825</u>
<b>Net assets</b>			<u>93,671</u>	<u>86,160</u>	<u>88,384</u>
<b>EQUITY</b>					
Contributed equity			324,633	301,687	323,514
Reserves		B2	19,508	21,194	21,194
Accumulated deficit			<u>(250,470)</u>	<u>(236,721)</u>	<u>(256,324)</u>
<b>Total equity</b>			<u>93,671</u>	<u>86,160</u>	<u>88,384</u>

The above statement should be read in conjunction with the accompanying notes, including budget variance commentary.

## STATEMENT OF CHANGES IN EQUITY

for the period ended 30 June 2021

	Contributed equity		Asset revaluation reserve		Accumulated deficit		Total equity	
	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000	2021 \$'000	2020 \$'000
<b>CONTRIBUTED EQUITY</b>								
<b>Opening balance</b>								
Balance carried forward from previous period	301,687	284,634	21,194	21,430	(236,721)	(206,068)	86,160	99,996
<b>Adjusted opening balance</b>	<b>301,687</b>	<b>284,634</b>	<b>21,194</b>	<b>21,430</b>	<b>(236,721)</b>	<b>(206,068)</b>	<b>86,160</b>	<b>99,996</b>
<b>Comprehensive income</b>								
Surplus/(deficit) for the period	-	-	-	-	(13,749)	(30,653)	(13,749)	(30,653)
Other comprehensive income	-	-	(1,686)	(236)	-	-	(1,686)	(236)
<b>Total comprehensive income</b>	<b>-</b>	<b>-</b>	<b>(1,686)</b>	<b>(236)</b>	<b>(13,749)</b>	<b>(30,653)</b>	<b>(15,435)</b>	<b>(30,889)</b>
<b>Transactions with owners</b>								
Contributions and distributions by owners								
Departmental capital budget	21,827	17,053	-	-	-	-	21,827	17,053
Transfer of assets <sup>1</sup>	1,119	-	-	-	-	-	1,119	-
<b>Total transactions with owners</b>	<b>22,946</b>	<b>17,053</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>22,946</b>	<b>17,053</b>
<b>Closing balance as at 30 June</b>	<b>324,633</b>	<b>301,687</b>	<b>19,508</b>	<b>21,194</b>	<b>(250,470)</b>	<b>(236,721)</b>	<b>93,671</b>	<b>86,160</b>
<i>Budget 30 June</i>								
Opening balance	301,687	283,717	21,194	20,997	(236,721)	(206,855)	86,160	97,859
Total comprehensive income	-	-	-	-	(19,603)	(23,124)	(19,603)	(23,124)
Total transactions with owners	21,827	17,140	-	-	-	-	21,827	17,140
Closing balance	323,514	300,857	21,194	20,997	(256,324)	(229,979)	88,384	91,875

The above statement should be read in conjunction with the accompanying notes, including budget variance commentary.

<sup>1</sup> In 2020-21, non-financial assets were transferred from the Department of the Senate (\$0.71m) and from the Department of House Representatives (\$0.41m).

### Accounting Policy

#### Departmental Capital Budget

Departmental Capital Budgets (DCBs) are recognised directly in contributed equity in the year in which it was appropriated.

**STATEMENT OF CASH FLOWS**  
for the period ended 30 June 2021

	Note ref	2021 \$'000	2020 \$'000	Original Budget 2021 \$'000
<b>OPERATING ACTIVITIES</b>				
<b>Cash received</b>				
Appropriations	B1, B3	153,642	146,333	165,909
Sale of goods and rendering of services	B1	7,622	12,530	13,851
GST received from ATO		6,697	5,275	6,933
Other		762	448	890
<b>Total cash received</b>		<b>168,723</b>	<b>164,586</b>	<b>187,583</b>
<b>Cash used</b>				
Employees	B3	98,133	94,396	107,470
Suppliers	B1	59,746	53,799	64,372
Interest payments on lease liabilities		10	18	19
Section 74 receipts transferred to OPA		10,115	15,632	14,741
<b>Total cash used</b>		<b>168,004</b>	<b>163,845</b>	<b>186,602</b>
<b>Net cash from/(used by) operating activities</b>		<b>719</b>	<b>741</b>	<b>981</b>
<b>INVESTING ACTIVITIES</b>				
<b>Cash received</b>				
Proceeds from sales of plant and equipment		16	166	-
<b>Total cash received</b>		<b>16</b>	<b>166</b>	<b>-</b>
<b>Cash used</b>				
Purchase of property, plant and equipment	B2	9,811	6,932	13,073
Purchase of intangibles		12,171	8,723	8,754
<b>Total cash used</b>		<b>21,982</b>	<b>15,655</b>	<b>21,827</b>
<b>Net cash used by investing activities</b>		<b>(21,966)</b>	<b>(15,489)</b>	<b>(21,827)</b>
<b>FINANCING ACTIVITIES</b>				
<b>Cash received</b>				
Departmental capital budget		21,982	15,654	21,827
<b>Total cash received</b>		<b>21,982</b>	<b>15,654</b>	<b>21,827</b>
<b>Cash used</b>				
Principal payments of lease liabilities		977	952	981
<b>Total cash used</b>		<b>977</b>	<b>952</b>	<b>981</b>
<b>Net cash from financing activities</b>		<b>21,005</b>	<b>14,702</b>	<b>20,846</b>
<b>Net decrease in cash held</b>		<b>(242)</b>	<b>(46)</b>	<b>-</b>
Cash and cash equivalents at the beginning of the reporting period		1,097	1,143	1,097
<b>Cash and cash equivalents at the end of the reporting period</b>		<b>855</b>	<b>1,097</b>	<b>1,097</b>

The above statement should be read in conjunction with the accompanying notes, including budget variance commentary.

**ADMINISTERED SCHEDULE OF COMPREHENSIVE INCOME**  
for the period ended 30 June 2021

			2021	2020	Original Budget 2021
	Note ref		\$'000	\$'000	\$'000
<b>NET COST OF SERVICES</b>					
<b>Expenses</b>					
Suppliers	2.1A		8,768	12,277	8,824
Depreciation and amortisation	4.1A	B5	46,722	38,104	39,104
Write-down and impairment of non-financial assets	4.1A		34	2,746	-
<b>Total expenses</b>			<b>55,524</b>	<b>53,127</b>	<b>47,928</b>
<b>Income</b>					
<b>Revenue</b>					
<b>Non-taxation revenue</b>					
Sundry receipts		B6	670	1	-
<b>Total non-taxation revenue</b>			<b>670</b>	<b>1</b>	<b>-</b>
<b>Total revenue</b>			<b>670</b>	<b>1</b>	<b>-</b>
<b>Gains</b>					
Assets first recognised	4.1A	B5	844	5,500	-
<b>Total gains</b>			<b>844</b>	<b>5,500</b>	<b>-</b>
<b>Total income</b>			<b>1,514</b>	<b>5,501</b>	<b>-</b>
<b>Net cost of services</b>			<b>54,010</b>	<b>47,626</b>	<b>47,928</b>
<b>Deficit</b>			<b>(54,010)</b>	<b>(47,626)</b>	<b>(47,928)</b>
<b>OTHER COMPREHENSIVE INCOME</b>					
<b>Items not subject to subsequent reclassification to net cost of services</b>					
Changes in asset revaluation surplus	4.1A	B5	84,745	25,182	-
<b>Total other comprehensive income</b>			<b>84,745</b>	<b>25,182</b>	<b>-</b>
<b>Total comprehensive income/(loss)</b>			<b>30,735</b>	<b>(22,444)</b>	<b>(47,928)</b>

The above statement should be read in conjunction with the accompanying notes, including budget variance commentary.

**ADMINISTERED SCHEDULE OF ASSETS AND LIABILITIES**  
as at 30 June 2021

			2021	2020	Original Budget 2021
	Note ref		\$'000	\$'000	\$'000
<b>ASSETS</b>					
<b>Financial assets</b>					
Cash and cash equivalents			432	8,751	-
GST receivable			615	1,647	1,647
<b>Total financial assets</b>			<b>1,047</b>	<b>10,398</b>	<b>1,647</b>
<b>Non-financial assets</b>					
Property, plant and equipment:					
Land	4.1A	B5	119,000	91,000	91,000
Buildings	4.1A	B5	2,468,383	2,403,372	2,417,886
Heritage and cultural	4.1A	B5	124,947	118,752	119,452
Other plant and equipment	4.1A	B5	37,329	36,519	40,744
Intangibles	4.1A		7,420	7,774	7,750
Prepayments			533	189	189
<b>Total non-financial assets</b>			<b>2,757,612</b>	<b>2,657,606</b>	<b>2,677,021</b>
<b>Total assets administered on behalf of Government</b>	8.1B		<b>2,758,659</b>	<b>2,668,004</b>	<b>2,678,668</b>
<b>LIABILITIES</b>					
<b>Payables</b>					
Suppliers		B7	3,329	18,403	9,651
GST funding			446	1,193	1,193
<b>Total payables</b>			<b>3,775</b>	<b>19,596</b>	<b>10,844</b>
<b>Total liabilities administered on behalf of government</b>	8.1B		<b>3,775</b>	<b>19,596</b>	<b>10,844</b>
<b>Net assets</b>			<b>2,754,884</b>	<b>2,648,408</b>	<b>2,667,824</b>

The above statement should be read in conjunction with the accompanying notes, including budget variance commentary.

## ADMINISTERED RECONCILIATION SCHEDULE

for the period ended 30 June 2021

	Note ref	2021 \$'000	2020 \$'000
<b>Opening assets less liabilities as at 1 July</b>		<b>2,648,408</b>	2,590,319
<b>Net (cost of)/contribution by services</b>			
Income		1,514	5,501
Expenses		(55,524)	(53,127)
<b>Other comprehensive income</b>			
Revaluations transferred to reserves	4.1A	84,745	25,182
<b>Transfers (to)/from Australian Government</b>			
Appropriation transfers from Official Public Account (OPA)			
Administered assets and liabilities appropriations		66,749	73,010
Administered annual appropriations		9,662	7,523
Appropriation transfers to OPA			
Administered receipts		(670)	-
<b>Closing assets less liabilities as at 30 June</b>		<b>2,754,884</b>	2,648,408

The above schedule should be read in conjunction with the accompanying notes.

### Accounting Policy

#### Administered Cash Transfers to and from the Official Public Account

Revenue collected by the department for use by the Government rather than the department is administered revenue. Collections are transferred to the Official Public Account (OPA) maintained by the Department of Finance. Conversely, cash is drawn from the OPA to make payments under Parliamentary appropriation on behalf of Government. These transfers to and from the OPA are adjustments to the administered cash held by the department on behalf of the Government and reported as such in the schedule of administered cash flows and in the administered reconciliation schedule.

**ADMINISTERED CASH FLOW STATEMENT**  
for the period ended 30 June 2021

		2021	2020	Original Budget 2021
	Note ref	\$'000	\$'000	\$'000
<b>OPERATING ACTIVITIES</b>				
<b>Cash received</b>				
GST received from ATO		7,998	7,016	4,930
Sundry receipts	B6	670	1	-
<b>Total cash received</b>		<b>8,668</b>	<b>7,017</b>	<b>4,930</b>
<b>Cash used</b>				
Suppliers	B7	25,232	10,717	22,501
<b>Total cash used</b>		<b>25,232</b>	<b>10,717</b>	<b>22,501</b>
<b>Net cash used by operating activities</b>		<b>(16,564)</b>	<b>(3,700)</b>	<b>(17,571)</b>
<b>INVESTING ACTIVITIES</b>				
<b>Cash used</b>				
Purchase of property, plant and equipment	B5	66,318	67,210	58,520
Purchase of computer software		432	1,348	-
<b>Total cash used</b>		<b>66,750</b>	<b>68,558</b>	<b>58,520</b>
<b>Net cash used by investing activities</b>		<b>(66,750)</b>	<b>(68,558)</b>	<b>(58,520)</b>
<b>Net decrease in cash held</b>		<b>(83,314)</b>	<b>(72,258)</b>	<b>(76,091)</b>
<b>Cash (to)/from Official Public Account</b>				
Appropriations		76,412	80,533	72,274
Administered receipts		(670)	-	-
Net GST funding		(747)	476	(4,930)
<b>Total cash (to)/from official public account</b>		<b>74,995</b>	<b>81,009</b>	<b>67,344</b>
<b>Net decrease in cash held</b>		<b>(8,319)</b>	<b>8,751</b>	<b>(8,747)</b>
Cash and cash equivalents at the beginning of the reporting period		8,751	-	8,747
<b>Cash and cash equivalents at the end of the reporting period</b>		<b>432</b>	<b>8,751</b>	<b>-</b>

The above statement should be read in conjunction with the accompanying notes, including budget variance commentary.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### A. Overview

#### Objectives of the Department of Parliamentary Services (DPS)

The Department of Parliamentary Services (the department) is an Australian Commonwealth controlled entity. It is a not-for-profit entity. The department is structured to meet the following outcome:

- Support the functions of Parliament and parliamentarians through the provision of professional services, advice and facilities, and maintain Australian Parliament House.

The continued existence of the department in its present form and with its present programs is dependent on continuing funding by Parliament.

The department's activities contributing toward this outcome are classified as either departmental or administered. Departmental activities involve the use of assets, liabilities, income and expenses controlled or incurred by the department in its own right. Administered activities involve the management or oversight by the department, on behalf of the Parliament and the Presiding Officers, of items controlled or incurred by the Parliament.

The department conducts the following administered activities on behalf of the Parliament:

- Parliament House Works Program: Effective stewardship of Australian Parliament House, including effectively managing the Australian Parliament House capital works plan.

#### Basis of preparation

The financial statements are general purpose financial statements and are required by section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with:

- Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR), and
- Australian Accounting Standards and Interpretations – Reduced Disclosure Requirements issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value.

The financial statements are presented in Australian dollars and values are rounded to the nearest thousand dollars unless otherwise specified.

All assets have been assessed for impairment at the end of the reporting period, and no impairment indicators exist unless otherwise stated.

#### New Australian Accounting Standards (AAS)

##### *Adoption of new AAS requirements*

During 2020-21, DPS adopted all applicable AAS that became effective during 2020-21. The application of new standards did not materially impact the operations of DPS.

##### *Future AAS requirements*

The AASB has issued a number of new standards, amendments to standards and interpretations that are effective for future reporting periods. These new standards are not expected to have an impact on DPS' financial statements.

#### Taxation

The department is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

Revenues, expenses and assets are recognised net of GST except:

- where the amount of GST incurred is not recoverable from the Australian Taxation Office, and
- for receivables and payables.

---

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

---

### Key Judgements and Estimates

In applying the department's accounting policies, management has made a number of judgements and applied estimates and assumptions to future events. Judgements and estimates that are material to the financial statements are found in the following notes:

- 3.2A Departmental non-financial assets
- 4.1A Administered non-financial assets
- 6.1 Employee benefits and provisions

### Reporting of administered activities

Administered revenues, expenses, assets, liabilities and cash flows are disclosed in the administered schedules and related notes.

Except where otherwise stated, administered items are accounted for on the same basis and using the same policies as for departmental items, including the application of Australian Accounting Standards.

### Prior year adjustments

No changes have been made to departmental or administered prior year disclosures.

### Events after the reporting period

There were no subsequent events that had the potential to significantly affect the ongoing structure and financial activities of the department.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### B. Budget Variance Commentary

DEPARTMENTAL		
Note reference	Affected line items	Explanation of major Variance
B1. COVID-19	<p>Statement of Comprehensive Income:</p> <ul style="list-style-type: none"> <li>Revenue from contracts with customers</li> <li>Suppliers</li> </ul>	<p>The effects of COVID-19 on DPS operations continued into 2020-21, with a decrease in event and visitor numbers at Australian Parliament House (APH), resulting in:</p> <ul style="list-style-type: none"> <li>A reduction to catering and events revenue.</li> <li>A reduction to related supplier costs.</li> </ul> <p>Revenue was further reduced compared to budget due to rent relief provided to the APH licensees.</p>
B2. Non-Financial Assets	<p>Statement of Comprehensive Income:</p> <ul style="list-style-type: none"> <li>Changes in asset revaluation reserve</li> </ul> <p>Statement of Financial Position:</p> <ul style="list-style-type: none"> <li>Information and communication technology</li> <li>Right of use assets</li> <li>Lease liability</li> <li>Reserves</li> </ul>	<p>The budget for non-financial assets was set with reference to the 2019-20 financial results. Factors contributing to the variances are:</p> <p><u>Valuations:</u> Actual results include the impact of asset revaluations conducted in 2020-21, which are difficult to estimate for budget purposes.</p> <ul style="list-style-type: none"> <li>The 2020-21 valuation resulted in a decrease to reserves.</li> </ul> <p><u>Capital program of works:</u> Capital expenditure for the year was under budget in 2020-21 due to implementation delays in information and communication technology projects.</p> <p><u>AASB 16</u> New leases were entered into during 2020-21 which resulted in an increase to both right of use assets and the lease liability.</p>
B3. Employees	<p>Statement of Comprehensive Income:</p> <ul style="list-style-type: none"> <li>Employee benefits</li> </ul>	<p>Lower than anticipated average staffing levels resulted in a reduction in employee benefits expense compared to budget. This was driven by the timing of the 2020-21 Budget and labour market shortages across sections of the skilled workforce resulting in delayed recruitment.</p>
B4. Other differences	<p>Statement of Financial Position:</p> <ul style="list-style-type: none"> <li>Trade and other receivables</li> </ul>	<p>Appropriation receivable increased to budget, due to a net operating cash surplus in 2020-21 compared to a budgeted breakeven position.</p>

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

ADMINISTERED		
Note reference	Affected line items	Explanation of major Variance
B5. Non-Financial assets	<p>Administered Schedule of Comprehensive Income:</p> <ul style="list-style-type: none"> <li>• Changes in asset revaluation surplus</li> <li>• Depreciation and amortisation</li> <li>• Assets first recognised</li> </ul> <p>Administered Schedule of Assets and Liabilities</p> <ul style="list-style-type: none"> <li>• Land</li> <li>• Buildings</li> <li>• Heritage and cultural</li> <li>• Other plant and equipment</li> </ul>	<p>The budget for non-financial assets was set with reference to the 2019-20 financial results. Factors contributing to the variances are:</p> <p><u>Valuations:</u> Actual results include the impact of asset revaluations conducted in 2020-21, which are difficult to predict for budget purposes.</p> <ul style="list-style-type: none"> <li>• The 2020-21 valuation resulted in an increment in value for land, buildings and heritage and cultural assets, driving variances to budget for these asset classes.</li> </ul> <p><u>Administered Capital Works Program:</u> Administered capital expenditure was greater than budget in 2020-21, resulting in higher asset balances and depreciation compared to budget. The program delivery was accelerated, taking advantage of low building occupancy due to COVID-19.</p> <p><u>Assets First Recognised:</u> A comprehensive valuation of the heritage and cultural asset class resulted in assets being identified which now meet the criteria for recognition.</p> <p><u>Depreciation and Amortisation:</u> Increased depreciation compared to budget was driven by the completion of capital projects in the buildings asset class, which resulted in an increase to depreciable assets.</p>
B6. Revenue	<p>Administered Schedule of Comprehensive Income:</p> <ul style="list-style-type: none"> <li>• Sundry Receipts</li> </ul>	<p>Sundry receipts relate to an unbudgeted historical tax receipt recognised in 2020-21.</p>
B7. Other differences	<p>Administered Schedule of Assets and Liabilities</p> <ul style="list-style-type: none"> <li>• Suppliers</li> </ul>	<p>A variance to budget is driven by the timing of payments to creditors at year end.</p>

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### 1. Financial performance

This section analyses the financial performance of the department.

#### 1.1. Expenses

	2021	2020
	\$'000	\$'000
<b>Note 1.1A: Suppliers</b>		
<b>Goods and services supplied or rendered</b>		
Contractors and professional services	8,518	7,257
Catering labour hire	2,997	4,154
Information communication and technology	17,275	14,516
Property operating expenses	16,167	14,297
Office equipment and supplies	1,814	1,246
Employee related expenses	2,817	2,354
Cost of goods sold	3,087	3,638
Other	223	193
<b>Total goods and services supplied or rendered</b>	<b>52,898</b>	<b>47,655</b>
Goods supplied	10,664	9,130
Services rendered	42,234	38,525
<b>Total goods and services supplied or rendered</b>	<b>52,898</b>	<b>47,655</b>
<b>Other suppliers</b>		
Workers compensation expenses	818	1,525
Short-term leases	67	13
Low value leases	-	24
Variable lease payments	43	39
<b>Total other suppliers</b>	<b>928</b>	<b>1,601</b>
<b>Total suppliers</b>	<b>53,826</b>	<b>49,256</b>

The above lease disclosures should be read in conjunction with the accompanying notes 3.2A and 3.4A.

#### Accounting Policy

##### *Short-term leases and leases of low-value assets*

The department has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than \$10,000). The department recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### 1.2. Own-source revenue and gains

	2021	2020
<b>OWN SOURCE REVENUE</b>	<b>\$'000</b>	<b>\$'000</b>

#### **Note 1.2A: Revenue from contracts with customers**

Parliament shop	730	1,054
Catering	5,187	8,556
Rendering of other services	1,885	1,103
Licence revenue	102	1,558
Public carpark	324	336
<b>Total revenue from contracts with customers</b>	<b>8,228</b>	<b>12,607</b>

#### **Disaggregation of revenue from contracts with customers**

##### **Type of customer:**

Australian Government entities (related parties)	1,338	1,103
State and Territory Governments	15	31
Non-government entities	6,875	11,473
	<b>8,228</b>	<b>12,607</b>

##### **Timing of transfer of goods and services:**

Over a period of time	879	2,110
At a point in time	7,349	10,497
	<b>8,228</b>	<b>12,607</b>

#### **Accounting policy**

Revenue from the sale of goods is recognised when control has been transferred to the buyer. Revenue from the sales of services is recognised when the performance obligation is satisfied.

DPS considers revenue at a point in time as revenue relating to sales through parliament shop, catering, and public carpark facilities. Over a period of time revenue relates to services provided such as accommodation licences and rendering of other services.

Where payment is not received at a point of sale terminal, DPS payment terms are 30 days from the date of invoice recognised at the nominal amounts due less any impairment allowance. Collectability of debts is reviewed at the end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

The transaction price is the total amount of consideration to which the department expects to be entitled in exchange for transferring promised goods or services to a customer. The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### 2. Income and expenses administered on behalf of Government

This section analyses the financial performance of the activities that the department does not control but administers on behalf of the Government.

#### 2.1. Administered – Expenses

	2021	2020
	\$'000	\$'000
<b>Note 2.1A: Suppliers</b>		
<b>Goods and services supplied or rendered</b>		
Maintenance	8,768	12,277
<b>Total goods and services supplied or rendered</b>	<b>8,768</b>	<b>12,277</b>
Goods supplied	184	107
Services rendered	8,584	12,170
<b>Total goods and services supplied or rendered</b>	<b>8,768</b>	<b>12,277</b>

### 3. Financial position

This section analyses the department's assets used to conduct its operations and the operating liabilities incurred as a result.

#### 3.1. Financial assets

	2021	2020
	\$'000	\$'000
<b>Note 3.1A: Trade and other receivables</b>		
<b>Goods and services receivables</b>		
Goods and services	1,556	978
<b>Total goods and services receivables</b>	<b>1,556</b>	<b>978</b>
<b>Appropriations receivables</b>		
Operating funding for existing programs	20,703	13,063
Departmental Capital Budget	11,274	11,429
<b>Total appropriations receivables</b>	<b>31,977</b>	<b>24,492</b>
<b>Other receivables</b>		
GST receivable from ATO	844	620
Other	96	14
<b>Total other receivables</b>	<b>940</b>	<b>634</b>
<b>Total trade and other receivables (gross)</b>	<b>34,473</b>	<b>26,104</b>
<b>Less impairment loss allowance</b>	<b>(97)</b>	<b>(59)</b>
<b>Total trade and other receivables (net)</b>	<b>34,376</b>	<b>26,045</b>

Credit terms for goods and services were within 30 days (2020: 30 days).

#### Accounting policy

##### Trade and other receivables

Refer to accounting policy in Note 7.2 Financial instruments.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### 3.2. Non-financial assets

#### Note 3.2A: Reconciliation of the opening and closing balances of plant and equipment and intangibles

	Property, Plant and equipment				Intangibles <sup>1</sup>	Total
	Information and communication technology \$'000	Other plant and equipment \$'000	Library collection \$'000	Right of Use (ROU) \$'000		
<b>As at 1 July 2020</b>						
Gross book value	28,552	10,286	9,069	1,961	97,308	147,176
Accumulated depreciation, amortisation and impairment	(221)	(2,026)	(1,053)	(960)	(51,682)	(55,942)
<b>Total as at 1 July 2020</b>	<b>28,331</b>	<b>8,260</b>	<b>8,016</b>	<b>1,001</b>	<b>45,626</b>	<b>91,234</b>
Additions						
By purchase	4,462	1,739	2,335	-	3,833	12,369
Internally developed	-	-	-	-	8,338	8,338
Right-of-use (ROU) assets	-	-	-	1,918	-	1,918
Transfer from other agencies <sup>2</sup>	407	-	-	-	712	1,119
Revaluations recognised in other comprehensive income	-	-	(1,686)	-	-	(1,686)
Depreciation and amortisation	(9,118)	(1,367)	(669)	-	(9,090)	(20,244)
Depreciation on ROU assets	-	-	-	(959)	-	(959)
Reclassification	(782)	(24)	(5)	-	811	-
Write-offs	(9)	-	-	-	(137)	(146)
Disposals	(16)	(7)	-	-	(6)	(29)
<b>Total as at 30 June 2021</b>	<b>23,275</b>	<b>8,601</b>	<b>7,991</b>	<b>1,960</b>	<b>50,087</b>	<b>91,914</b>
<b>Total as at 30 June 2021 represented by</b>						
Gross book value	32,613	11,384	7,991	3,879	109,336	165,203
Accumulated depreciation and amortisation	(9,338)	(2,783)	-	(1,919)	(59,249)	(73,289)
<b>Total as at 30 June 2021</b>	<b>23,275</b>	<b>8,601</b>	<b>7,991</b>	<b>1,960</b>	<b>50,087</b>	<b>91,914</b>
<b>Carrying amount of right-of-use assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,960</b>	<b>-</b>	<b>1,960</b>

<sup>1</sup> Internally developed component of intangibles total value consists of \$9.3m gross value and \$5.0m accumulated amortisation.

<sup>2</sup> Information and communication technology assets were transferred from the Department of House Representatives (\$0.41m) and intangible assets were transferred from the Department of the Senate (\$0.71m).

No material indicators of impairment were found for plant and equipment or intangibles. All revaluations are conducted in accordance with the revaluation policy stated below.

An independent valuation was performed for the Library collection asset class as at 30 April 2021 by Jones Lang LaSalle Advisory Services Pty Ltd and a revaluation decrement of \$1.69m was adjusted in the asset revaluation reserve (2019-20: a revaluation decrement of \$0.24m for Information and communication technology assets class).

#### Contractual commitments for the acquisition and lease of plant and equipment and intangible assets

The nature of capital and lease commitments for plant and equipment and intangible assets.

	Capital commitments	
	2021	2020
	\$'000	\$'000
<b>Commitments are payable as follows:</b>		
Within 1 year	2,381	2,641
Between 1 to 5 years	714	1,649
More than 5 years	-	4
<b>Total commitments</b>	<b>3,095</b>	<b>4,294</b>

Plant and equipment and intangible asset commitments payable are GST inclusive amounts.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### Accounting policy and measurement at fair value

DPS has a number of asset classes. The recognition and measurement policy is included in the table below:

Asset class	Initial recognition	Subsequent recognition	Fair value predominantly measured at	Last Comprehensive Valuation
Information and communication technology	At cost.	Fair value.	Current replacement cost	2020
Other plant and equipment			Market selling price	2019
Library collection			Market selling price	2021
Land			Market selling price	2019
Buildings			Current replacement cost	2019
Heritage and cultural			Adjusted market transactions	2021
Other plant and equipment (furniture)			Adjusted market transactions	2019
Intangibles		Cost less accumulated amortisation and accumulated impairment losses.	N/A	N/A
ROU – Building				
ROU – Other plant and equipment				

Fair value is equal to the asset movement table (Note 3.2A and Note 4.1A) with the exception of intangibles which are valued at cost.

Depreciation rates applying to each class of depreciable assets are based on the following useful lives:

	2021	2020
<b><i>Departmental</i></b>		
Information and communication technology	1 – 40 years	1 – 40 years
Other plant and equipment	5 – 30 years	5 – 30 years
Library collection	3 – 30 years	3 – 30 years
Computer software	2 – 14 years	2 – 14 years
Intangibles	100 years	100 years
<b><i>Administered</i></b>		
Land	indefinite	indefinite
Buildings	5 – 200 years	5 – 200 years
Heritage & cultural	indefinite	indefinite
Other plant and equipment	2 – 47 years	2 – 47 years
Computer software	2 – 14 years	2 – 14 years
Intangibles	100 years	100 years

The depreciation rates for ROU assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### Lease Right of Use (ROU) Assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received.

These assets are accounted for as separate asset classes to corresponding assets owned outright.

An impairment review is undertaken for any right of use lease asset that shows indicators of impairment and an impairment loss is recognised against any right of use lease asset that is impaired. Lease ROU assets continue to be measured at cost after initial recognition.

### Assets Under Construction (AUC)

AUC are recognised and held at cost which is considered the closest estimation of fair value. AUC are reviewed annually for indicators of impairment.

### Impairment

All assets were assessed for impairment as at 30 June 2021.

### Derecognition

An item of any asset class is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Gains or losses from disposal of assets are recognised when control of the asset has been passed to the buyer.

## Accounting policy

### Heritage and cultural assets

The department has a number of stand-alone collections, managed as the Parliament House Art Collections (PHAC) including:

- the rotational collection, consisting largely of contemporary Australian artwork
- the architectural commissions, consisting of artworks that were commissioned as an integrated part of the architectural design of the building (including commissioned artist-made furniture)
- the historic memorials collection, consisting of historical portraits and paintings of significant events
- the gift collection, consisting of gifts that have been made to the Parliament
- the constitutional documents, a group of significant archival documents managed as part of the PHAC, and
- the archive, a range of historic and archival materials about Parliament, the PHAC and the construction of Parliament House.

Heritage and Cultural assets have an indefinite useful life which is maintained through the department's adoption of appropriate curatorial and preservation policies in respect of the PHAC, which are available via the following link:

[http://www.aph.gov.au/About\\_Parliament/Parliamentary\\_departments/department\\_of\\_Parliamentary\\_Services/policies](http://www.aph.gov.au/About_Parliament/Parliamentary_departments/department_of_Parliamentary_Services/policies).

## Judgements and estimates

An annual assessment is undertaken by an independent valuer each year to determine whether the carrying amount of assets are materially different from the fair value, with comprehensive valuations carried out at least once every three to four years. Where assets materially differ, a valuation adjustment is made. DPS engaged the services of Jones Lang LaSalle Advisory Services Pty Ltd (JLL) to conduct the valuations of asset classes.

Asset classes are subject to a valuation assessment each year, subject DPS' rolling revaluation program. The valuation assessment of each asset class is conducted using one of the following approaches:

Comprehensive valuation – This approach involves a review of all critical information and physical attributes important in determining fair value. All DPS specific and external market inputs critical to the assets fair value are fully investigated, with a physical inspection also undertaken.

Desktop valuation – This approach involves determining the value of an asset with limited information and without physical inspection. Physical characteristics captured as part of previous comprehensive valuations, as well as recent external and DPS specific inputs are used to assess fair value.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

**Desktop/Materiality review** – This approach involves a review of macro and micro inputs that have an impact on an assets fair value. The outcomes are measured against the respective book values as an indication to the level of material movement.

The methods utilised to determine and substantiate the unobservable inputs are derived and evaluated as follows.

**Current replacement cost** – Assets that do not transact with enough frequency or transparency to determine fair value from directly observable market evidence have been measured utilising the current replacement cost (CRC) approach. Significant judgement and estimates include the valuation of Australian Parliament House under this approach.

In determining replacement costs, unit rates have been applied to the individual asset components to determine current replacement cost. Unit rates have been based on "Greenfield" project costs and include all materials, labour and direct costs. These unit rates have been developed based on advice from Quantity Surveyors, Rider Levett Bucknall Canberra.

Replacement costs have been adjusted in line with price movements for the non-residential Canberra construction market.

In determining physical depreciation and obsolescence adjustments, a range of inputs have been considered including internal capital and maintenance programs and reports as well as proposed asset retirements and replacements. JLL has conducted inspections of material building components to verify the inputs utilised.

**Market selling price** – Fair value measurement has been determined using the market approach. Significant judgement and estimates for asset classes utilising this approach have included the Land asset, where fair value was determined with reference to recent sales of land with a limited level of comparability due to the restricted nature, distance and unique characteristics of the Land asset.

**Adjusted market transactions** – Fair value measurement has been determined using the market approach, with adjustments made with regard to the unique characteristics or historic nature of assets within the asset class, resulting in limited directly observable market transactions. Significant judgement and estimates for assets utilising this approach have included the valuation of the 1297 Inspeximus copy of the Magna Carta, undertaken by a specialist valuer who applied significant professional judgement due to the historic nature of the asset.

	2021	2020
	\$'000	\$'000
<b>Note 3.2B: Inventories</b>		
<b>Inventories held for sale</b>		
Parliament shop	244	263
Catering	144	139
<b>Total inventories held for sale</b>	<b>388</b>	<b>402</b>
<b>Total inventories</b>	<b>388</b>	<b>402</b>

During 2021, \$3.09m of inventory held for sale was recognised as cost of goods sold (2020: \$3.64m), refer to Note 1.1A Suppliers.

### Accounting policy

Inventories held for sale are valued at the lower of cost and net realisable value.

### 3.3. Payables

	2021	2020
	\$'000	\$'000
<b>Note 3.3A: Other payables</b>		
Wages and salaries	1,625	1,310
Employee benefits payable	686	243
Separations and redundancies	426	-
Deposits received/held	54	154
Other	51	147
<b>Total other payables</b>	<b>2,842</b>	<b>1,854</b>

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### 3.4. Interest bearing liabilities

	2021	2020
	\$'000	\$'000
<b>Note 3.4A: Leases</b>		
Lease Liabilities		
Buildings	1,792	801
Plant and equipment	138	192
<b>Total leases</b>	<b>1,930</b>	<b>993</b>

Total cash outflow for leases for the year ended 30 June 2021 was \$0.98m (2020: \$0.95m).

	2021	2020
	\$'000	\$'000
<b>Note 3.4B: Leases - Maturity</b>		
<b>Maturity analysis - contractual undiscounted cash flows</b>		
Within 1 year	419	917
Between 1 to 5 years	1,619	138
<b>Total leases</b>	<b>2,038</b>	<b>1,055</b>

DPS has entered into a new leasing agreement for office space with a lease term of five years. The liability has not been recognised as the lease is yet to commence.

#### Accounting policy

For all new contracts entered into, DPS considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if that rate is readily determinable, or the department's incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### 4. Assets and liabilities administered on behalf of Government

This section analyses assets used to conduct operations and the liabilities incurred for activities that the department administers on behalf of Government.

#### 4.1. Administered – Non-financial assets

##### Note 4.1A: Reconciliation of the opening and closing balances of property, plant and equipment and intangibles

	Property, plant and equipment				Intangibles \$'000	Total \$'000
	Land \$'000	Buildings \$'000	Heritage and cultural \$'000	Other plant and equipment \$'000		
<b>As at 1 July 2020</b>						
Gross book value	91,000	2,403,371	118,752	37,266	8,263	2,658,652
Accumulated depreciation and amortisation	-	-	-	(747)	(489)	(1,236)
<b>Net book value 1 July 2020</b>	<b>91,000</b>	<b>2,403,371</b>	<b>118,752</b>	<b>36,519</b>	<b>7,774</b>	<b>2,657,416</b>
<b>Additions</b>						
By purchase	-	57,650	580	2,168	432	60,830
Assets first recognised	-	-	844	-	-	844
Revaluations recognised in other comprehensive income	28,000	51,974	4,771	-	-	84,745
Depreciation and amortisation	-	(45,170)	-	(766)	(786)	(46,722)
Reclassification	-	558	-	(558)	-	-
Write-offs	-	-	-	(34)	-	(34)
<b>Total as at 30 June 2021</b>	<b>119,000</b>	<b>2,468,383</b>	<b>124,947</b>	<b>37,329</b>	<b>7,420</b>	<b>2,757,079</b>
<b>Total as at 30 June 2021 represented by</b>						
Gross book value	119,000	2,468,383	124,947	38,805	8,694	2,759,829
Accumulated depreciation and amortisation	-	-	-	(1,476)	(1,274)	(2,750)
<b>Total as at 30 June 2021</b>	<b>119,000</b>	<b>2,468,383</b>	<b>124,947</b>	<b>37,329</b>	<b>7,420</b>	<b>2,757,079</b>

No material indicators of impairment were found for the 2020-21 financial year.

Independent valuations were performed as at 30 April 2021 by Jones Lang LaSalle Advisory Services Pty Ltd. A revaluation increment of \$28.0m for Land, \$52.0m for Buildings and \$4.8m for Heritage and Culture asset classes were adjusted in the assets revaluation reserve (2019-20: increment of \$25.2m for building and other plant and equipment asset classes).

##### Contractual commitments for the acquisition of property, plant and equipment and intangibles

The nature of capital commitments is for the acquisition of property, plant and equipment and intangibles assets.

	2021 \$'000	2020 \$'000
<b>Commitments are payable as follows:</b>		
Within 1 year	18,202	34,957
Between 1 to 5 years	4,147	25,570
More than 5 years	652	281
<b>Total commitments</b>	<b>23,001</b>	<b>60,808</b>

Property, plant and equipment and intangible asset commitments payable are GST inclusive amounts.

##### Accounting Policy

Refer to policy and judgements in departmental non-financial assets (Note 3.2).

Fair value is equal to the asset movement table in Note 4.1A with the exception of intangibles which are valued at cost.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### 5. Funding

This section identifies the department's funding structure.

#### 5.1. Appropriations

	2021	2020
	\$'000	\$'000
<b>Note 5.1A: Annual appropriations ('Recoverable GST exclusive')</b>		
<b>Departmental appropriation</b>		
Ordinary annual services	151,168	124,666
Capital budget <sup>1</sup>	21,827	17,053
Section 74 receipts <sup>2</sup>	10,115	15,632
<b>Total appropriation available</b>	<b>183,110</b>	<b>157,351</b>
Appropriation applied	(175,624)	(161,988)
<b>Variance<sup>3</sup></b>	<b>7,486</b>	<b>(4,637)</b>

<sup>1</sup> Departmental Capital Budgets are appropriated through *Parliamentary Appropriation Act (No. 1)*. They form part of ordinary annual services and are not separately identified in the Appropriation Acts.

<sup>2</sup> The departmental operating appropriation is adjusted to include PGPA Act Section 74 receipts.

<sup>3</sup> The variance primarily relates to an operating surplus for the year.

#### **Note 5.1B: Unspent annual appropriations ('Recoverable GST exclusive')**

	2021	2020
	\$'000	\$'000
<b>Departmental</b>		
<i>Opening unspent appropriation balance</i>	24,492	29,129
Annual appropriation	172,994	141,719
Section 74 receipts	10,115	15,632
<b>Available appropriation</b>	<b>207,601</b>	<b>186,480</b>
Appropriation applied	(175,624)	(161,988)
<b>Closing unspent appropriation</b>	<b>31,977</b>	<b>24,492</b>
Balance comprises of:		
Ordinary annual services	20,703	13,063
Capital Budget	11,274	11,429
<b>Closing unspent appropriation</b>	<b>31,977</b>	<b>24,492</b>
<i>Represented by:</i>		
Appropriation (Parliamentary Departments) Act (No. 1) 2020-21	30,876	-
Supply (Parliamentary Departments) Act (No. 1) 2020-21	1,101	-
Appropriation (Parliamentary Departments) Act (No. 1) 2019-20	-	15,890
Supply (Parliamentary Departments) Act (No. 1) 2019-20	-	7,093
Appropriation (Parliamentary Departments) Act (No. 1) 2018-19	-	1,205
Appropriation (Parliamentary Departments) Act (No. 2) 2018-19	-	304
<b>Total departmental</b>	<b>31,977</b>	<b>24,492</b>

#### **Accounting policy**

##### Revenue from Government

Amounts appropriated for departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as Revenue from Government when the department gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned. Appropriations receivable are recognised at their nominal amounts.

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

<b>Note 5.1C: Annual appropriations ('Recoverable GST exclusive')</b>		
	<b>2021</b>	2020
	<b>\$'000</b>	\$'000
<b>Administered appropriation</b>		
Ordinary annual services	<b>8,824</b>	11,565
Assets and liabilities	<b>50,520</b>	50,632
<b>Total appropriation available<sup>1</sup></b>	<b>59,344</b>	62,197
Appropriation applied	<b>(76,412)</b>	(80,533)
<b>Variance<sup>2</sup></b>	<b>(17,068)</b>	(18,336)

<sup>1</sup> Administered assets and liabilities are appropriated through *Parliamentary Appropriation Act (No. 1)*. They form part of ordinary annual services and are not separately identified in the Appropriation Acts.

<sup>2</sup> The variance primarily relates to capital projects funded from prior year appropriations.

<b>Note 5.1D: Unspent annual appropriations ('Recoverable GST exclusive')</b>		
	<b>2021</b>	2020
	<b>\$'000</b>	\$'000
<b>Administered</b>		
<i>Opening unspent appropriation balance</i>	<b>36,981</b>	55,317
Annual appropriation	<b>59,344</b>	62,197
<b>Available appropriation</b>	<b>96,325</b>	117,514
Appropriation applied	<b>(76,412)</b>	(80,533)
<b>Closing unspent appropriation</b>	<b>19,913</b>	36,981
Balance comprises of:		
Ordinary annual services	<b>3,427</b>	4,265
Assets and liabilities	<b>16,486</b>	32,716
<b>Closing unspent appropriation</b>	<b>19,913</b>	<b>36,981</b>
<i>Represented by:</i>		
Supply (Parliamentary Departments) Act (No. 1) 2020-21	<b>402</b>	-
Appropriation (Parliamentary Departments) Act (No. 1) 2020-21	<b>19,342</b>	-
Appropriation (Parliamentary Departments) Act (No. 1) 2019-20	-	18,366
Supply (Parliamentary Departments) Act (No. 1) 2019-20	<b>169</b>	18,615
<b>Total administered</b>	<b>19,913</b>	36,981

**Note 5.1E: Disclosure by agent in relation to annual and special appropriations ('Recoverable GST exclusive')**

<b>Department of Finance</b>	<b>Relationship</b>	Appropriations applied	
		<b>2021</b>	2020
		<b>\$'000</b>	\$'000
Total receipts	Provision of electorate office	<b>20,150</b>	21,938
Total payments	Information Technology services	<b>(20,150)</b>	(21,938)
Total receipts	Provision of Auspic services	<b>250</b>	250
Total payments		<b>(250)</b>	(250)
Total receipts	Information Technology services for	<b>178</b>	272
Total payments	former Prime Ministers	<b>(178)</b>	(272)

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### 6. People

This section describes a range of employment and post-employment benefits provided to our people and our relationships with other key people

#### 6.1. Employees

	2021 \$'000	2020 \$'000
<b>Note 6.1A: Employee benefits</b>		
Wages and salaries	73,334	69,924
Superannuation		
Defined contribution plans	8,730	8,325
Defined benefit plans	5,684	6,191
Leave and other entitlements	8,109	9,534
Separation and redundancies	1,442	1,401
Other	1,512	1,423
<b>Total employee benefits</b>	<b>98,811</b>	<b>96,798</b>
<b>Note 6.1B: Employee provisions</b>		
Annual leave	10,482	9,826
Long service leave	17,735	18,684
<b>Total employee provisions</b>	<b>28,217</b>	<b>28,510</b>

#### Accounting policy

Employee provisions include liabilities for 'short-term employee benefits' (as defined in AASB 119 Employee Benefits) and termination benefits due within twelve months of the end of reporting period are measured at their nominal amounts.

The nominal amount is calculated with regard to the rates expected to be paid on settlement of the liability.

##### Leave

The liability for employee benefits includes provision for annual leave and long service leave. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees of the department is estimated to be less than the annual entitlement for sick leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the department's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave has been determined by reference to the work of an actuary (using the short-hand method) as at 30 June 2021. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

##### Superannuation

The department's staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap) or other superannuation funds held outside the Commonwealth.

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

The department makes employer contributions to the employees' superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Australian Government. The department accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June represents outstanding contributions.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### 6.2. Related party disclosures

#### Related party relationships:

The department is an Australian Government controlled entity. The related parties to the department are key management personnel as defined below in Note 6.3 and their close family members and/or controlled or joint controlled entities as well as other Australian Government entities.

#### Transactions with related parties:

The department undertakes a number of functions on behalf of the Australian Parliament, as detailed in the financial statements. In performing these functions, the department transacts with all other Australian Government controlled entities for normal day-to-day business operations provided under normal terms and conditions. These transactions are not considered significant individually to warrant separate disclosure as related party transactions (2019-20: Nil).

### 6.3. Key management personnel remuneration

AASB 124 defines key management personnel (KMP) as those persons having authority and responsibility for planning, directing and controlling the activities of the department, directly or indirectly (excluding those subject to a fee-for-service contract arrangement where the department is not the direct employer).

The department has determined the KMP to be the Presiding Officers, the Secretary and direct reports to the Secretary, being, the Deputy Secretary, the Parliamentary Librarian and the Chief Information Officer.

The KMP remuneration is reported in the table below:

	<b>2021</b>	2020
	<b>\$'000</b>	\$'000
Short-term employee benefits	<b>1,333</b>	1,365
Post-employment benefits	<b>188</b>	173
Other long-term employee benefits	<b>16</b>	51
<b>Total KMP remuneration expenses<sup>1</sup></b>	<b>1,537</b>	1,589

The total number of KMP positions is 4 (2020: 4 positions), during the year this has included 5 individuals (2020: 4 individuals).

<sup>1</sup> The above KMP remuneration does not include the remuneration and other benefits of the Presiding Officers. The Presiding Officers' remuneration and other benefits are not paid by DPS.

#### Accounting policy

The department has included all key management personnel that were in acting arrangements throughout the financial year for a minimum period of six months.

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

### 7. Managing uncertainties

This section analyses how the department manages financial risks within its operating environment.

#### 7.1. Contingent assets and liabilities

The department does not have any significant quantifiable contingent assets or liabilities, nor does it have any significant unquantifiable contingent assets or liabilities.

##### Unquantifiable or remote contingent liabilities/assets

In the normal course of business, the department has a number of items that are either unquantifiable or are not considered probable. At the date of this report, the department does not consider the outcome of any such matters likely to have a significant effect on its operations or financial position.

##### Accounting policy

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

#### 7.2. Financial instruments

##### Accounting policy

###### Financial assets

Financial assets are recognised when the department becomes a party to a contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

###### Financial assets at amortised cost

Financial assets included in this category need to meet two criteria:

- a) the financial asset is held in order to collect the contractual cash flows, and
- b) the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

###### Effective interest method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

###### Impairment of financial assets

Financial assets are assessed for impairment at the end of each reporting period based on expected credit losses, using the general approach which measures the loss allowance based on the amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12-month expected credit losses if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial asset.

###### Financial liabilities

Financial liabilities are recognised and derecognised upon 'trade date'.

###### Financial liabilities at amortised cost

Financial liabilities, including borrowings, are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost.

Liabilities are recognised to the extent that the goods or services have been received, irrespective of having been invoiced.

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

	2021	2020
	\$'000	\$'000
<b>Note 7.2A: Categories of financial instruments</b>		
<b>Financial assets at amortised cost</b>		
Cash and cash equivalents	855	1,097
Trade and other receivables - Goods and services	<u>1,556</u>	<u>978</u>
<b>Total financial assets at amortised cost</b>	<b><u>2,411</u></b>	<b><u>2,075</u></b>
<b>Total financial assets</b>	<b><u>2,411</u></b>	<b><u>2,075</u></b>
<b>Financial liabilities</b>		
<b>Financial liabilities measured at amortised cost</b>		
Payables - Suppliers	<u>5,587</u>	<u>5,437</u>
<b>Total financial liabilities measured at amortised cost</b>	<b><u>5,587</u></b>	<b><u>5,437</u></b>
<b>Total financial liabilities</b>	<b><u>5,587</u></b>	<b><u>5,437</u></b>

	2021	2020
	\$'000	\$'000
<b>Note 7.2B: Administered - Categories of financial instruments</b>		
<b>Financial assets</b>		
<b>Financial assets at amortised cost</b>		
Cash and cash equivalents	<u>432</u>	<u>8,751</u>
<b>Total financial assets at amortised cost</b>	<b><u>432</u></b>	<b><u>8,751</u></b>
<b>Total financial assets</b>	<b><u>432</u></b>	<b><u>8,751</u></b>
<b>Financial liabilities</b>		
<b>Financial liabilities measured at amortised cost</b>		
Payables - Suppliers	<u>3,329</u>	<u>18,403</u>
<b>Total financial liabilities measured at amortised cost</b>	<b><u>3,329</u></b>	<b><u>18,403</u></b>
<b>Total financial liabilities</b>	<b><u>3,329</u></b>	<b><u>18,403</u></b>

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS

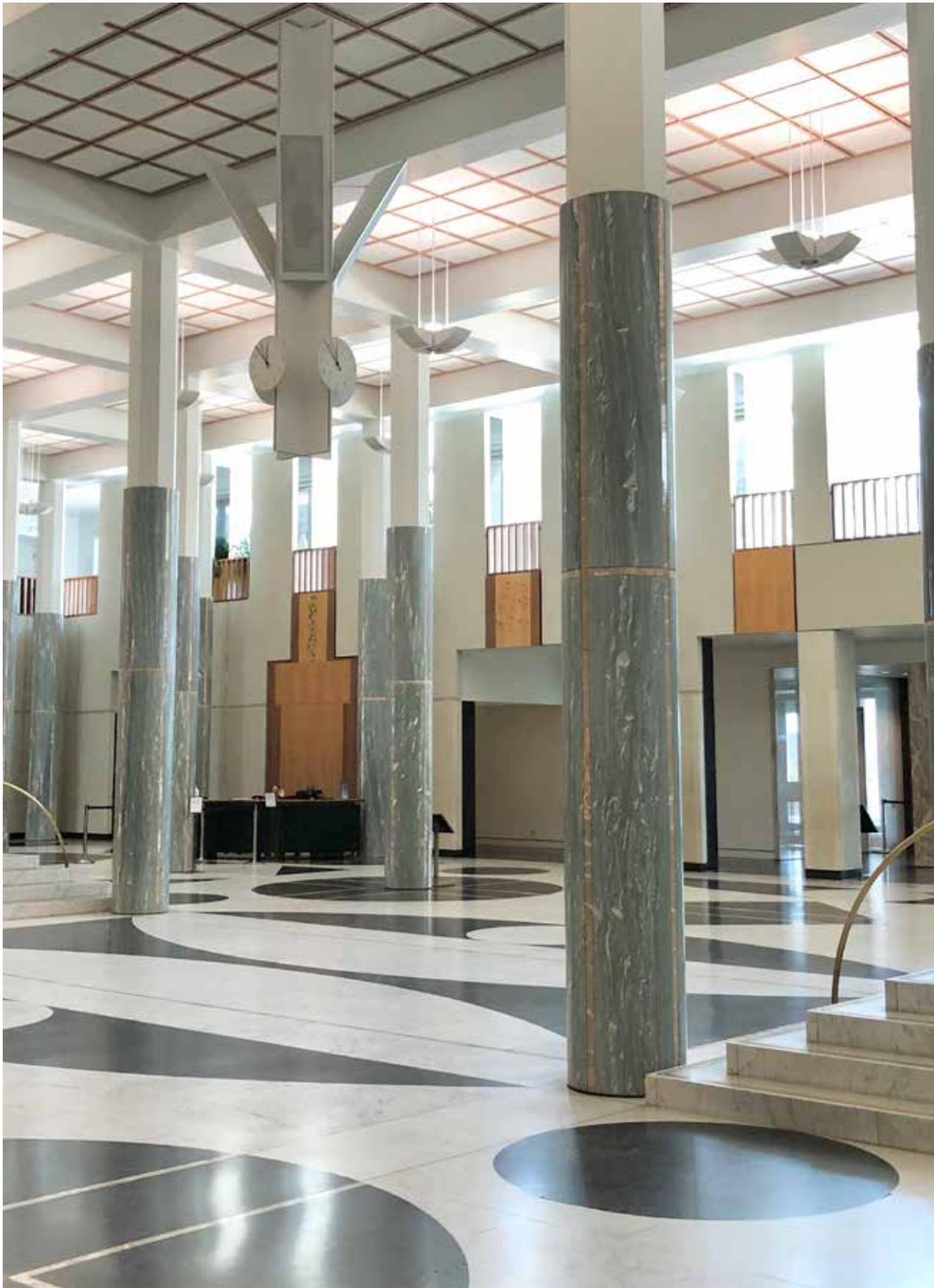
### 8. Other information

#### 8.1. Current/non-current distinction for assets and liabilities

	2021	2020
	\$'000	\$'000
<b>Note 8.1A: Current/non-current distinction for assets and liabilities</b>		
<b>Assets expected to be recovered in:</b>		
<b>No more than 12 months</b>		
Financial assets:		
Cash and cash equivalents	855	1,097
Trade and other receivables	34,376	26,045
Non-financial assets:		
Prepayments	3,366	3,519
Right of use assets	432	675
Inventories	388	402
<b>Total no more than 12 months</b>	<b>39,417</b>	<b>31,738</b>
<b>More than 12 months</b>		
Non-financial assets:		
Information and communication technology	23,275	28,331
Library collection	7,991	8,016
Other plant and equipment	8,601	8,260
Intangibles	50,087	45,626
Right of use assets	1,528	326
Prepayments	1,348	657
<b>Total more than 12 months</b>	<b>92,830</b>	<b>91,216</b>
<b>Total assets</b>	<b>132,247</b>	<b>122,954</b>
<b>Liabilities expected to be settled in:</b>		
<b>No more than 12 months</b>		
Payables:		
Suppliers	5,587	5,437
Other payables	2,842	1,854
Interest bearing liabilities:		
Leases	341	818
Provisions:		
Employee provisions	12,113	12,159
<b>Total no more than 12 months</b>	<b>20,883</b>	<b>20,268</b>
<b>More than 12 months</b>		
Leases	1,589	175
Employee provisions	16,104	16,351
<b>Total more than 12 months</b>	<b>17,693</b>	<b>16,526</b>
<b>Total liabilities</b>	<b>38,576</b>	<b>36,794</b>

**NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS**

<b>Note 8.1B: Administered - Current/non-current distinction for assets and liabilities</b>	<b>2021</b>	<b>2020</b>
<b>Assets expected to be recovered in:</b>	<b>\$'000</b>	<b>\$'000</b>
<b>No more than 12 months</b>		
Financial assets:		
Cash and cash equivalents	432	8,751
GST receivable	615	1,647
Non-financial assets:		
Prepayments	447	189
<b>Total no more than 12 months</b>	<b>1,494</b>	<b>10,587</b>
<b>More than 12 months</b>		
Non-financial assets:		
Land	119,000	91,000
Buildings	2,468,383	2,403,372
Heritage and cultural	124,947	118,752
Plant and equipment	37,329	36,519
Intangibles	7,420	7,774
Prepayments	86	-
<b>Total more than 12 months</b>	<b>2,757,165</b>	<b>2,657,417</b>
<b>Total assets</b>	<b>2,758,659</b>	<b>2,668,004</b>
<b>Liabilities expected to be settled in:</b>		
<b>No more than 12 months</b>		
Payables:		
Suppliers	3,329	18,403
GST funding	446	1,193
<b>Total no more than 12 months</b>	<b>3,775</b>	<b>19,596</b>
<b>Total liabilities</b>	<b>3,775</b>	<b>19,596</b>





# APPENDICES

---

# 7

Appendix A: Financial summary	180
Appendix B: Workforce statistics	184
Appendix C: Environmental management	205
Appendix D: Advertising and market research	209
Appendix E: Correction of material errors in previous annual report	210

---

## APPENDIX A: FINANCIAL SUMMARY

DPS receives departmental and administered operating and capital funding, as well as funds through third-party drawing rights.

Details of our appropriations and programs, and an explanation of the results, are provided below.

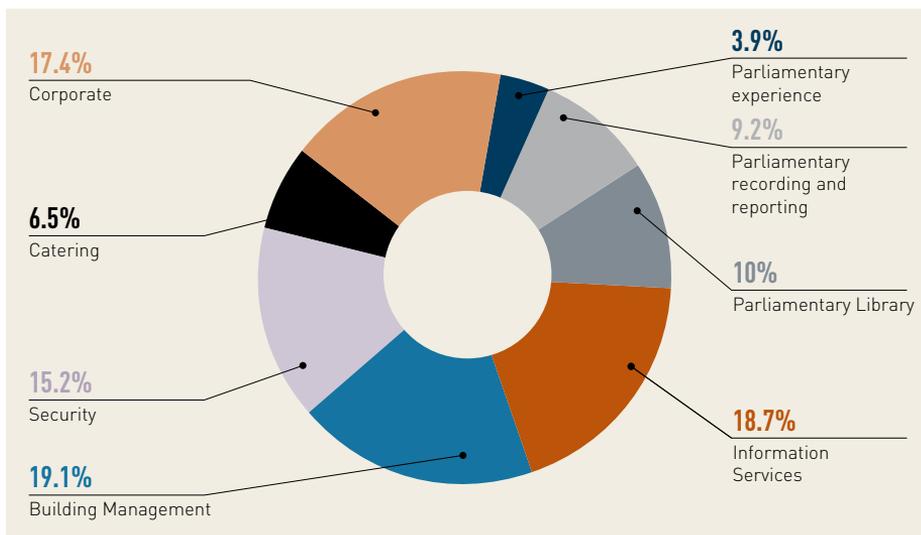
### Departmental operating and capital results

The DPS operating result for 2020–21 was an underspend of \$6.5 million. This result excludes the impacts of depreciation and amortization (\$20.2 million) for which the department is not funded. DPS received additional funding in 2020–21 through the budget measure; Parliamentary Departments—additional funding. This surplus resulted from a timing issue driven by:

- a departmental appropriation that was \$3.2m higher than anticipated
- the total departmental funding was made available in October, meaning the department was working to its previous budget for the first four months of the year. Costs were managed by holding vacancies and delaying recruitment
- a salary freeze imposed by the Executive Government
- recruitment delays resulting from COVID-19 restrictions and skills shortages in the labour market.

Total departmental expenses, excluding unfunded depreciation and amortisation, were \$153.8 million. This consisted of \$98.8 million in employee expenses, \$53.8 million in supplier costs, \$1.0 million in funded depreciation for leases and \$0.2 million in write down, loss on sale of assets and finance costs. This was funded by \$151.2 million in revenue from government and \$9.2 million in own-source revenue.

**FIGURE 23:** Departmental operating expenses by function area



Departmental capital is used to deliver a program of work in support of the work of parliamentarians, occupants of the building and visitors to Parliament House. It incorporates activities relating to technology, the Parliamentary Library and parliamentary experience.

The departmental capital expenditure for 2020–21 was \$20.7 million against 2020–21 departmental capital budget funding of \$21.8 million.

### **Financial sustainability**

No issues, events or conditions have been identified that would indicate that DPS will not be able to meet its financial obligations over the next 12 months.

There is a significant reduction in appropriation for 2022–23 onwards which will effectively reinstate the budget pressures that led to the additional funding request for 2020–21 across the forward years. DPS will continue to reinforce the case for a sustainable funding model to ensure services to the Parliament are unaffected.

### **Administered operating and capital results**

The administered activities of the department deliver a building works program that maintains Parliament House as a safe and accessible workplace and public building. It incorporates activities relating to the building or art within the building.

In 2020–21 DPS received \$50.5 million in administered capital budget funding and \$8.8 million in administered operating budget funding. DPS spent \$60.8 million in administered capital including projects funded from prior year appropriations and \$8.8 million in administered operating (excluding depreciation and amortisation).

### **Third party drawing rights**

DPS has access to the Department of Finance's appropriation for the purposes of providing infrastructure and communications technology services to electorate offices and former prime ministers, and photographic services to Parliament. DPS drew down \$19.6 million from the Department of Finance's appropriation to deliver these services. This access is in accordance with the *Parliamentary Business Resource Act 2017* (PBR Act).

**TABLE 31:** Resource statement 2020–21

	Actual Available appropriation — current year (a)	Payments made (b)	Balance remaining (a)–(b)
	\$'000	\$'000	\$'000
<b>Ordinary annual services<sup>1</sup></b>			
<b>Departmental appropriations<sup>2</sup></b>			
Annual appropriations— ordinary annual services	207,601	175,624	31,977
<b>Total</b>	<b>207,601</b>	<b>175,624</b>	<b>31,977</b>
<b>Administered expenses</b>			
Outcome 1	13,089	9,662	3,427
<b>Total</b>	<b>13,089</b>	<b>9,662</b>	<b>3,427</b>
<b>Total ordinary annual services [A]</b>	<b>220,690</b>	<b>185,286</b>	<b>35,404</b>
<b>Other services</b>			
Departmental non-operating			
Non-Operating	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Administered non-operating<sup>3</sup></b>			
Administered assets and liabilities	83,236	66,750	16,486
<b>Total</b>	<b>83,236</b>	<b>66,750</b>	<b>16,486</b>
<b>Total other services [B]</b>	<b>83,236</b>	<b>66,750</b>	<b>16,486</b>
<b>Total Resourcing and Payments [A+B]</b>	<b>303,926</b>	<b>252,036</b>	<b>51,890</b>

1 *Appropriation (Parliamentary Departments) Act (No.1) 2020–21 and Supply (Parliamentary Departments) Act (No.1) 2020–21.* For departmental appropriations this includes prior year unspent departmental appropriation, capital and section 74 relevant agency receipts. For administered expenses this includes prior year unspent administered appropriation.

2 Includes an amount of \$21.8 million in 2020–21 for the Departmental Capital Budget. For accounting purposes this has been designated as 'contributions by owners'.

3 *Appropriation (Parliamentary Departments) Act (No.1) 2020–21 and Supply (Parliamentary Departments) Act (No.1) 2020–21.* This includes unspent prior year administered appropriation.

TABLE 32: Expenses by outcome 2020–21

Outcome 1: Support the functions of Parliament and parliamentarians through the provision of professional services, advice and facilities and maintain Australian Parliament House. <sup>1</sup>	Budget <sup>1</sup> 2020–21	Actual expenses 2020–21	Variation 2020–21
	\$'000	\$'000	\$'000
	(a)	(b)	(a)–(b)
<b>Program 1.1: Parliamentary Services</b>			
Departmental expenses			
Departmental annual appropriations <sup>2</sup>	165,909	153,606	12,303
Expenses not requiring appropriation <sup>3</sup>	19,603	20,472	-869
<b>Total for Program 1.1</b>	<b>185,512</b>	<b>174,078</b>	<b>11,434</b>
<b>Program 1.2: Parliament House Works Program</b>			
<b>Administered expenses</b>			
Administered annual appropriations	8,824	8,768	56
Expenses not requiring appropriation <sup>3</sup>	39,104	46,756	-7,652
<b>Total for Program 1.2</b>	<b>47,928</b>	<b>55,524</b>	<b>-7,596</b>
<b>Total expenses for Outcome 1</b>	<b>233,440</b>	<b>229,602</b>	<b>3,838</b>

1 As per DPS Portfolio Budget Statements 2020–21.

2 Departmental appropriation combines ordinary annual services and retained revenue receipts under section 74 of the *Public Governance, Performance and Accountability Act 2013*.

3 Expenses not requiring appropriation are made up of depreciation expenses, amortisation expense and write-down and impairment of assets.

## APPENDIX B: WORKFORCE STATISTICS

TABLE 33: Ongoing, non-ongoing, sessional and casual employees as at 30 June 2021

Actual headcount	Ongoing								Non-ongoing						Total
	Full-time		Part-time <sup>#</sup>		Sessional		Full-time		Part-time <sup>#</sup>		Sessional		Casual		
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
APPSL2 (Apprentice)	0	0	0	0	0	0	4	4	0	0	0	0	0	0	8
PSL 1	9	1	1	1	0	0	1	0	0	0	0	1	4	11	29
PSL 1-2*	121	20	0	1	11	2	0	0	0	0	0	0	2	3	160
PSL 1-2-3*	4	3	0	0	0	0	0	0	0	0	0	0	0	0	7
PSL 2	20	16	5	1	1	1	8	0	0	0	0	0	9	10	71
PSL 2-3*	20	0	0	0	0	0	0	0	0	0	0	0	0	0	20
PSL 3	35	16	1	1	0	0	3	2	1	0	0	0	5	6	70
PSL 4	56	38	0	7	0	0	9	7	0	4	0	0	4	4	129
PSL 4-5*	16	9	1	0	0	0	1	1	0	1	0	0	0	0	29
PSL 5	45	38	1	8	0	0	3	4	0	1	0	0	0	0	100
PSL 5-6*	10	13	1	2	1	15	0	0	0	0	0	0	1	3	46
PSL 6	73	47	1	12	0	0	1	3	0	2	0	0	0	0	139
PEL 1	89	61	5	13	0	0	3	5	2	4	0	0	2	4	188
PEL 2	33	22	0	1	0	0	1	2	0	0	0	0	0	1	60
SES 1	9	3	0	0	0	0	0	0	0	0	0	0	0	0	12
SES 2	2	1	0	0	0	0	0	0	0	0	0	0	0	0	3
SES 3	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
Parliamentary Librarian	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1
Secretary	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1
<b>Total</b>	<b>542</b>	<b>289</b>	<b>16</b>	<b>47</b>	<b>13</b>	<b>18</b>	<b>35</b>	<b>29</b>	<b>3</b>	<b>12</b>	<b>0</b>	<b>1</b>	<b>27</b>	<b>42</b>	<b>1,074</b>

**Notes:**

Staffing figures extracted from DPS Payroll.

# part-time figures include part-time 'sessional' employees

\* denotes a broadband classification.

**TABLE 34:** Ongoing, non-ongoing, sessional and casual employees as at 30 June 2020

Actual headcount	Ongoing							Non-ongoing							Total		
	Full-time		Part-time#		Sessional			Full-time		Part-time#		Sessional				Casual	
	M	F	M	F	M	F	M	F	M	F	M	F	M	F		M	F
APPSL2 (Apprentice)	1	0	0	0	0	0	3	2	0	0	0	0	0	0	0	0	6
PSL 1	8	0	0	1	0	0	1	4	0	0	0	0	0	5	5	24	
PSL 1-2*	113	21	0	1	6	1	3	0	0	0	0	0	0	11	1	157	
PSL 1-2-3*	6	1	0	0	0	0	0	0	0	0	0	0	0	0	0	7	
PSL 2	23	13	2	0	3	1	10	3	0	0	0	0	0	12	10	77	
PSL 2-3*	20	0	0	0	0	0	3	0	0	0	0	0	0	0	0	23	
PSL 3	28	13	0	1	0	0	5	3	0	1	0	0	0	3	6	60	
PSL 3 (Graduate)	0	5	0	0	0	0	0	0	0	0	0	0	0	0	0	5	
PSL 4	53	39	0	9	0	0	9	4	0	6	0	0	0	5	3	128	
PSL 4-5*	15	9	0	1	0	0	1	2	0	0	0	0	0	0	0	28	
PSL 5	43	28	1	7	0	0	5	6	0	1	0	0	0	0	0	91	
PSL 5-6*	9	15	0	2	3	11	0	0	0	0	0	1	0	3	44		
PSL 6	71	46	0	9	0	0	1	4	0	4	0	0	1	0	0	136	
PEL 1	77	56	5	11	0	0	7	4	2	1	0	0	2	6	171		
PEL 2	34	16	0	1	0	0	2	1	0	0	0	0	0	1	55		
SES 1	9	4	0	0	0	0	0	0	0	0	0	0	0	0	13		
SES 2	2	0	0	0	0	0	0	0	0	0	0	0	0	0	2		
SES 3	1	1	0	0	0	0	0	0	0	0	0	0	0	0	2		
Parliamentary Librarian	0	0	0	0	0	0	0	1	0	0	0	0	0	0	0	1	
Secretary	0	0	0	0	0	0	1	0	0	0	0	0	0	0	0	1	
<b>Total</b>	<b>513</b>	<b>267</b>	<b>8</b>	<b>43</b>	<b>12</b>	<b>13</b>	<b>51</b>	<b>34</b>	<b>2</b>	<b>13</b>	<b>0</b>	<b>1</b>	<b>39</b>	<b>35</b>	<b>1,031</b>		

**Notes:**

Staffing figures extracted from DPS Payroll.

# part-time figures include part-time 'sessional' employees

\* denotes a broadband classification.

## Remuneration to Key Management Personnel

AASB 124 defines Key Management Personnel (KMP) as those with authority and responsibility for planning, directing and controlling the department's activities, directly or indirectly (excluding those subject to a fee-for-service contract arrangement where the department is not the direct employer).

The department has determined the KMP to be Presiding Officers, the Secretary, the Deputy Secretary, the Parliamentary Librarian and the Chief Information Officer. As the Presiding Officers are not paid by DPS, they are not included in the table. Further information on remuneration policy can be found under Governance: Our people.

The KMP remuneration is reported in the table below:

### Note 6.3: Key Management Personnel Remuneration

TABLE 35: Key management personnel remuneration

Note 3A: Key management personnel remuneration	2021 \$'000	2020 \$'000
Short-term employee benefits	1,333	1,365
Post-employment benefits	188	173
Other long-term employee benefits	16	51
Termination benefits	-	-
<b>Total KMP remuneration expenses</b>	<b>1,537</b>	<b>1,589</b>

TABLE 36: Remuneration paid to Key Management Personnel during the reporting period

Name	Position title	Short-term benefits			Other benefits and allowances <sup>2</sup>	Post-employment benefits	Other long-term benefits			Termination benefits	Total remuneration <sup>3</sup>
		Base salary	Bonuses	Other benefits and Superannuation contributions			Long service leave	Other long-term benefits			
Robert Stefanic <sup>1</sup>	Secretary	\$420,040	0	\$3,304	\$21,788	\$10,633	0	0	0	\$455,765	
Catherine Saunders	Deputy Secretary	\$346,969	0	\$3,304	\$64,473	\$9,059	0	0	0	\$423,805	
Dianne Heriot <sup>1</sup>	Parliamentary Librarian	\$278,700	0	\$3,304	\$52,891	\$8,066	0	0	0	\$342,961	
Antony Stinziani <sup>4</sup>	Chief Information Officer	\$146,184	0	\$2,009	\$29,600	-\$7,017	0	0	0	\$170,776	
Constantinos Sfyris <sup>5</sup>	A/Chief Information Officer	\$127,917	0	\$1,484	\$19,178	-\$5,224	0	0	0	\$143,355	

**Notes:**

1. The Secretary and the Parliamentary Librarian are statutory office holders whose remuneration determinations are tabled in the Parliament and Gazetted.
2. Amounts reported under 'other benefits and allowances' relate to fringe benefits on carparks.
3. The total remuneration disclosed is on an accrual basis, which is different from the total cash received by individuals.
4. Chief Information Officer for the period from 1 July 2020 to 7 February 2021.
5. Acting Chief Information Officer for the period from 18 January 2021 to 30 June 2021.

**TABLE 37:** Remuneration paid to Executives during the reporting period

Total remuneration bands	Number of senior executives	Short-term benefits			Post-employment benefits			Other long-term benefits			Termination benefits		Total remuneration <sup>1</sup>
		Average base salary	Other benefits and allowances <sup>2</sup>	Average superannuation contributions	Average long service leave	Other long-term benefits	Average termination benefits	Average total remuneration					
\$0 - \$220,000	5	\$88,744	\$3,007	\$16,440	\$8,076	0	0	0	\$116,267				
\$220,001 - \$245,000	1	\$204,340	\$3,304	\$21,788	\$5,323	0	0	0	\$234,755				
\$245,001 - \$270,000	5	\$212,943	\$3,304	\$29,380	\$9,916	0	0	0	\$255,543				
\$270,001 - \$295,000	4	\$227,052	\$3,304	\$43,340	\$5,699	0	0	0	\$279,395				
\$295,001 - \$320,000	0	0	0	0	0	0	0	0	0				
\$320,001 - \$345,000	2	\$287,149	\$3,304	\$42,900	\$7,571	0	0	0	\$340,923				
\$345,001 - \$370,000	0	0	0	0	0	0	0	0	0				
\$370,001 - \$395,000	0	0	0	0	0	0	0	0	0				
\$395,001 - \$420,000	0	0	0	0	0	0	0	0	0				
\$420,001 - \$445,000	0	0	0	0	0	0	0	0	0				
\$445,001 - \$470,000	0	0	0	0	0	0	0	0	0				
\$470,001 - \$495,000	0	0	0	0	0	0	0	0	0				

Total remuneration bands	Number of senior executives	Short-term benefits			Post-employment benefits		Other long-term benefits		Termination benefits		Total remuneration <sup>1</sup>
		Average base salary	Other benefits and allowances <sup>2</sup>	Average superannuation contributions	Average long service leave	Other long-term benefits	Average termination benefits	Average total remuneration			
\$495,001 - ...	0	0	0	0	0	0	0	0	0	0	

**Notes:**

1. The total remuneration disclosed is on an accrual basis, which is different from the total cash received by individuals.
2. Amounts reported under 'other benefits and allowances' relate to fringe benefits on carpark.  
Table includes all senior executives, both substantive and those who acted for periods greater than six months, who received remuneration during the reporting period. It includes those who were engaged for part of the year. Where executives were acting in a role, only remuneration paid during the period of acting is included.

TABLE 38: Remuneration paid to other highly paid staff during the reporting period

Total remuneration bands	Number of other highly paid staff	Short-term benefits		Average other benefits and allowances <sup>2</sup>	Post-employment benefits		Other long-term benefits		Termination benefits	Total remuneration <sup>1</sup>
		Average base salary	Average benefits		Average superannuation contributions	Average long service leave	Other long-term benefits	Average termination benefits		
\$230,001 - \$245,000	4	\$158,987	\$3,304	\$3,304	\$23,582	-\$161	0	\$52,104	\$237,816	
\$245,001 - \$270,000	1	\$217,138	\$3,304	\$3,304	\$30,250	\$3,635	0	0	\$254,327	
\$270,001 - \$295,000	1	\$152,639	\$3,304	\$3,304	\$25,616	\$3,069	0	\$99,453	\$284,081	
\$295,001 - \$320,000	1	\$126,552	\$3,304	\$3,304	\$27,840	\$2,330	0	\$144,966	\$304,992	
\$320,001 - \$345,000	0	0	0	0	0	0	0	0	0	
\$345,001 - \$370,000	0	0	0	0	0	0	0	0	0	
\$370,001 - \$395,000	0	0	0	0	0	0	0	0	0	
\$395,001 - \$420,000	0	0	0	0	0	0	0	0	0	
\$420,001 - \$445,000	0	0	0	0	0	0	0	0	0	
\$445,001 - \$470,000	0	0	0	0	0	0	0	0	0	
\$470,001 - \$495,000	0	0	0	0	0	0	0	0	0	
\$495,001 - ...	0	0	0	0	0	0	0	0	0	

**Notes:**

1. The total remuneration disclosed is on an accrual basis, which is different from the total cash received by individuals.
2. Amounts reported under 'other benefits and allowances' relate to fringe benefits on carpark.

## Remuneration

**TABLE 39:** Actual salary ranges (excluding casual rates) as at 30 June 2021

	Minimum salary	Maximum salary
SES 3	\$333,756	\$364,130
SES 2	\$261,911	\$290,178
SES 1	\$203,238	\$233,747
PEL 2	\$120,335	\$142,687
PEL 1	\$103,329	\$117,977
PSL 6	\$84,910	\$95,433
PSL 5	\$77,594	\$83,246
PSL 4	\$70,010	\$76,074
PSL 3	\$65,682	\$68,638
PSL 2	\$59,851	\$64,252
PSL 1	\$46,270	\$58,676
Other	0	0
Minimum/maximum range	0	0

**TABLE 40:** All ongoing employees current report period (2020–21) as at 30 June 2021

	Male		Female		Indeterminate		Total
	Full-time	Part-time#	Full-time	Part-time#	Full-time	Part-time#	
NSW	0	0	0	0	0	0	0
Qld	0	0	0	0	0	0	0
SA	0	0	0	0	0	0	0
Tas	0	0	0	0	0	0	0
Vic	0	0	0	0	0	0	0
WA	0	0	0	0	0	0	0
ACT	542	29	289	65	354	0	925
NT	0	0	0	0	0	0	0
External Territories	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0
<b>Total</b>	<b>542</b>	<b>29</b>	<b>289</b>	<b>65</b>	<b>354</b>	<b>0</b>	<b>925</b>

**Notes:**

Staffing figures extracted from DPS Payroll.

# part-time figures include part-time 'seasonal' employees

TABLE 41: All ongoing employees previous report period (2019–20) as at 30 June 2020

	Male		Female		Indeterminate		Total
	Full-time	Part-time#	Full-time	Part-time#	Full-time	Part-time#	
NSW	0	0	0	0	0	0	0
Qld	0	0	0	0	0	0	0
SA	0	0	0	0	0	0	0
Tas	0	0	0	0	0	0	0
Vic	0	0	0	0	0	0	0
WA	0	0	0	0	0	0	0
ACT	513	20	267	56	323	0	856
NT	0	0	0	0	0	0	0
External Territories	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0
<b>Total</b>	<b>513</b>	<b>20</b>	<b>267</b>	<b>56</b>	<b>323</b>	<b>0</b>	<b>856</b>

**Notes:**

Staffing figures extracted from DPS Payroll.

# part-time figures include part-time 'seasonal' employees

**TABLE 42:** All non-ongoing employees current report period (2020–21) as at 30 June 2021

	Male		Female		Indeterminate		Total		
	Full-time	Part-time#	Casual	Total	Full-time	Part-time#		Total	
NSW	0	0	0	0	0	0	0	0	
Qld	0	0	0	0	0	0	0	0	
SA	0	0	0	0	0	0	0	0	
Tas	0	0	0	0	0	0	0	0	
Vic	0	0	0	0	0	0	0	0	
WA	0	0	0	0	0	0	0	0	
ACT	35	3	27	65	29	13	42	84	
NT	0	0	0	0	0	0	0	0	
External Territories	0	0	0	0	0	0	0	0	
Overseas	0	0	0	0	0	0	0	0	
<b>Total</b>	<b>35</b>	<b>3</b>	<b>27</b>	<b>65</b>	<b>29</b>	<b>13</b>	<b>42</b>	<b>84</b>	<b>149</b>

**Notes:**

Staffing figures extracted from DPS Payroll.

# part-time figures include part-time 'sessional' employees

TABLE 43: All non-ongoing employees previous report period (2019–20) as at 30 June 2020

	Male		Female		Indeterminate		Total	
	Full-time	Part-time#	Casual	Total	Full-time	Part-time#		Total
NSW	0	0	0	0	0	0	0	0
Qld	0	0	0	0	0	0	0	0
SA	0	0	0	0	0	0	0	0
Tas	0	0	0	0	0	0	0	0
Vic	0	0	0	0	0	0	0	0
WA	0	0	0	0	0	0	0	0
ACT	51	2	39	92	34	14	35	83
NT	0	0	0	0	0	0	0	0
External Territories	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0
<b>Total</b>	<b>51</b>	<b>2</b>	<b>39</b>	<b>92</b>	<b>34</b>	<b>14</b>	<b>35</b>	<b>83</b>

**Notes:**

Staffing figures extracted from DPS Payroll.

# part-time figures include part-time 'sessional' employees

**TABLE 44:** Ongoing current report period (2020-21) as at 30 June 2021

	Male		Female		Indeterminate		Total
	Full-time	Part-time#	Full-time	Part-time#	Full-time	Part-time	
SES 3	0	0	1	0	0	0	1
SES 2	2	0	1	0	0	0	3
SES 1	9	0	3	0	0	0	12
PEL 2	33	0	22	1	0	0	56
PEL 1	89	5	61	13	0	0	168
PSL 6	73	1	47	12	0	0	133
PSL 5-6*	10	2	13	17	0	0	42
PSL 5	45	1	38	8	0	0	92
PSL 4-5*	16	1	9	0	0	0	26
PSL 4	56	0	38	7	0	0	101
PSL 3	35	1	16	1	0	0	53
PSL 2-3*	20	0	0	0	0	0	20
PSL 2	20	6	16	2	0	0	44
PSL 1-2-3*	4	0	3	0	0	0	7
PSL 1-2*	121	11	132	3	0	0	155
PSL 1	9	1	1	1	0	0	12
<b>Total</b>	<b>542</b>	<b>29</b>	<b>289</b>	<b>65</b>	<b>0</b>	<b>0</b>	<b>925</b>

**Notes:**

Staffing figures extracted from DPS Payroll.

# part-time figures include part-time 'seasonal' employees

\* denotes a broadband classification.

TABLE 45: Ongoing previous report period (2019–20) as at 30 June 2020

	Male		Female		Indeterminate		Total
	Full-time	Part-time#	Full-time	Part-time#	Full-time	Part-time	
SES 3	1	0	1	0	1	0	2
SES 2	2	0	0	0	0	0	2
SES 1	9	0	4	0	4	0	13
PEL 2	34	0	16	1	17	0	51
PEL 1	77	5	56	11	67	0	149
PSL 6	71	0	46	9	55	0	126
PSL 5-6*	9	3	15	13	28	0	40
PSL 5	43	1	28	7	35	0	79
PSL 4-5*	15	0	9	1	10	0	25
PSL 4	53	0	39	9	48	0	101
PSL 3 (Graduate)	0	0	5	0	5	0	5
PSL 3	28	0	13	1	14	0	42
PSL 2-3*	20	0	0	0	0	0	20
PSL 2	23	5	13	1	14	0	42
PSL 1-2-3*	6	0	1	0	1	0	7
PSL 1-2*	113	6	119	2	23	0	142

	Male		Female		Indeterminate		Total
	Full-time	Part-time#	Full-time	Part-time#	Full-time	Part-time	
PSL 1	8	0	0	1	0	0	9
APPSL2 (Apprentice)	1	0	0	0	0	0	1
<b>Total</b>	<b>513</b>	<b>20</b>	<b>267</b>	<b>56</b>	<b>0</b>	<b>0</b>	<b>856</b>

**Notes:**

Staffing figures extracted from DPS Payroll.

# part-time figures include part-time 'seasonal' employees

\* denotes a broadband classification.

TABLE 46: Non-ongoing current report period (2020–21) as at 30 June 2021

	Male		Female		Indeterminate		Total
	Full-time	Part-time#	Full-time	Part-time#	Full-time	Part-time	
Secretary	1	0	0	0	0	0	1
Parliamentary Librarian	0	0	0	1	0	0	1
PEL 2	1	0	0	1	2	0	4
PEL 1	3	2	2	7	5	4	20
PSL 6	1	0	0	1	3	2	6
PSL 5-6*	0	0	1	1	0	0	4
PSL 5	3	0	0	3	4	1	8
PSL 4-5*	1	0	0	1	1	1	3
PSL 4	9	0	4	13	7	4	28
PSL 3	3	1	5	9	2	0	17
PSL 2	8	0	9	17	0	0	27
PSL 1-2*	0	0	2	2	0	0	5
PSL 1	1	0	4	5	0	1	17
APPSL2 (Apprentice)	4	0	0	4	4	0	8
<b>Total</b>	<b>35</b>	<b>3</b>	<b>27</b>	<b>65</b>	<b>29</b>	<b>13</b>	<b>149</b>

**Notes:** Staffing figures extracted from DPS Payroll.

#Part-time figures include part-time "seasonal" employees.

\*denotes a broadband classification.

TABLE 47: Non-ongoing previous report period (2019-20) as at 30 June 2020

	Male			Female			Indeterminate			Total	
	Full-time	Part-time#	Casual	Full-time	Part-time#	Casual	Full-time	Part-time#	Casual		Total
Secretary	1	0	0	1	0	0	0	0	0	0	1
Parliamentary Librarian	0	0	0	0	1	0	0	0	0	0	1
PEL 2	2	0	0	2	1	0	1	2	0	0	4
PEL 1	7	2	2	11	4	1	6	11	0	0	22
PSL 6	1	0	1	2	4	4	0	8	0	0	10
PSL 5-6*	0	0	0	0	0	1	3	4	0	0	4
PSL 5	5	0	0	5	6	1	0	7	0	0	12
PSL 4-5*	1	0	0	1	2	0	0	2	0	0	3
PSL 4	9	0	5	14	4	6	3	13	0	0	27
PSL 3	5	0	3	8	3	1	6	10	0	0	18
PSL 2-3	3	0	0	3	0	0	0	0	0	0	3
PSL 2	10	0	12	22	3	0	10	13	0	0	35
PSL 1-2*	3	0	11	14	0	0	1	1	0	0	15
PSL 1	1	0	5	6	4	0	5	9	0	0	15
APPSL2 (Apprentice)	3	0	0	3	2	0	0	2	0	0	5
<b>Total</b>	<b>51</b>	<b>2</b>	<b>39</b>	<b>92</b>	<b>34</b>	<b>14</b>	<b>35</b>	<b>83</b>	<b>0</b>	<b>0</b>	<b>175</b>

**Notes:**

Staffing figures extracted from DPS Payroll.

# part-time figures include part-time 'seasonal' employees

\* denotes a broadband classification.

**TABLE 48:** Full-time and part-time status current report period (2020–21) as at 30 June 2021

	Ongoing			Non-ongoing			Total	
	Full-time	Part-time#	Total	Full-time	Part-time#	Casual	Total	
Secretary	0	0	0	1	0	0	1	1
Parliamentary Librarian	0	0	0	1	0	0	1	1
SES 3	1	0	1	0	0	0	0	1
SES 2	3	0	3	0	0	0	0	3
SES 1	12	0	12	0	0	0	0	12
PEL 2	55	1	56	3	0	1	4	60
PEL 1	150	18	168	8	6	6	20	188
PSL 6	120	13	133	4	2	0	6	139
PSL 5-6*	23	19	42	0	0	4	4	46
PSL 5	83	9	92	7	1	0	8	100
PSL 4-5*	25	1	26	2	1	0	3	29
PSL 4	94	7	101	16	4	8	28	129
PSL 3	51	2	53	5	1	11	17	70
PSL 2-3	20	0	20	0	0	0	0	20
PSL 2	36	8	44	8	0	19	27	71
PSL 1-2-3*	7	0	7	0	0	0	0	7
PSL 1-2*	141	14	155	0	0	5	5	160
PSL 1	10	2	12	1	1	15	17	29
APPSL2 (Apprentice)	0	0	0	8	0	0	8	8
<b>Total</b>	<b>831</b>	<b>94</b>	<b>925</b>	<b>64</b>	<b>16</b>	<b>69</b>	<b>149</b>	<b>1,074</b>

**Notes:**

Staffing figures extracted from DPS Payroll.

# part-time figures include part-time 'sessional' employees

\* denotes a broadband classification.

**TABLE 49:** Full-time and part-time status previous report period (2019–20)  
as at 30 June 2020

	Ongoing			Non-ongoing				Total
	Full-time	Part-time#	Total	Full-time	Part-time#	Casual	Total	
Secretary	0	0	0	1	0	0	1	1
Parliamentary Librarian	0	0	0	1	0	0	1	1
SES 3	2	0	2	0	0	0	0	2
SES 2	2	0	2	0	0	0	0	2
SES 1	13	0	13	0	0	0	0	13
PEL 2	50	1	51	3	0	1	4	55
PEL 1	133	16	149	11	3	8	22	171
PSL 6	117	9	126	5	4	1	10	136
PSL 5-6*	24	16	40	0	1	3	4	44
PSL 5	71	8	79	11	1	0	12	91
PSL 4-5*	24	1	25	3	0	0	3	28
PSL 4	92	9	101	13	6	8	27	128
PSL 3 (Graduate)	5	0	5	0	0	0	0	5
PSL 3	41	1	42	8	1	9	18	60
PSL 2-3	20	0	20	3	0	0	3	23
PSL 2	36	6	42	13	0	22	35	77
PSL 1-2-3*	7	0	7	0	0	0	0	7
PSL 1-2*	134	8	142	3	0	12	15	157
PSL 1	8	1	9	5	0	10	15	24
APPSL2 (Apprentice)	1	0	1	5	0	0	5	6
<b>Total</b>	<b>780</b>	<b>76</b>	<b>856</b>	<b>85</b>	<b>16</b>	<b>74</b>	<b>175</b>	<b>1,031</b>

**Notes:**

Staffing figures extracted from DPS Payroll.

# part-time figures include part-time 'sessional' employees

\* denotes a broadband classification.

**TABLE 50:** Ongoing and non-ongoing employees current report period by location (2020–21) as at 30 June 2021

	Ongoing	Non-ongoing	Total
NSW	0	0	0
Qld	0	0	0
SA	0	0	0
Tas	0	0	0
Vic	0	0	0
WA	0	0	0
ACT	925	149	1,074
NT	0	0	0
External Territories	0	0	0
Overseas	0	0	0
<b>Total</b>	<b>925</b>	<b>149</b>	<b>1,074</b>

**TABLE 51:** Ongoing and non-ongoing employees previous report period by location (2019–20) as at 30 June 2020

	Ongoing	Non-ongoing	Total
NSW	0	0	0
Qld	0	0	0
SA	0	0	0
Tas	0	0	0
Vic	0	0	0
WA	0	0	0
ACT	856	175	1,031
NT	0	0	0
External Territories	0	0	0
Overseas	0	0	0
<b>Total</b>	<b>856</b>	<b>175</b>	<b>1,031</b>

**Notes:**

Staffing figures extracted from DPS Payroll.

**TABLE 52:** Indigenous employment current report period (2020–21) as at 30 June 2021

	Ongoing
Ongoing	20
Non-ongoing	4
<b>Total</b>	<b>24</b>

**Notes:**

Staffing figures extracted from DPS Payroll.

**TABLE 53:** Indigenous employment previous report period (2019–20) as at 30 June 2020

	Ongoing
Ongoing	18
Non-ongoing	4
<b>Total</b>	<b>22</b>

**Notes:**

Staffing figures extracted from DPS Payroll.

## APPENDIX C: ENVIRONMENTAL MANAGEMENT

### Environmental management

DPS reports annually on its environmental performance consistent with the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act).

In 2020–21 the department monitored its environmental performance and implemented measures to improve the impact of its activities on the environment.

Activities at Parliament House, including maintenance, engineering, landscaping, information and communications technology, catering and office-based services, are those most likely to affect the environment.

**TABLE 54:** Monitored water and energy use, emissions and waste 2018–21

Indicator	2018–19	2019–20	2020–21
<b>Building energy use</b>			
Energy Consumption—Parliament House building (GJ)	142,451	145,529	140,959
Energy Consumption—25 National Circuit (GJ)	679	606	583
<b>Vehicle use</b>			
Total number of fleet vehicles	2	2	2
Total fuel purchased (litres)	1,166	1,726	1,744
Total distance travelled (kms)	6,549	16,512	14,638
Direct greenhouse emissions of fleet (tonnes CO <sub>2</sub> -e)	3.34	4.94	4.96
<b>Fuel and gas</b>			
Landscape fuel—diesel (litres)	6,127	6,595	7,448
Landscape fuel—petrol (litres)	2,255	2,426	2,327
LPG (litres)	3,205	3,357	2,969
Boilers—diesel (litres)	4,389	3,052	0 <sup>1</sup>
Generators—diesel (litres)	9,420	5,620	14,500
<b>Greenhouse emmssions (tonnes CO<sub>2</sub>-e)</b>			
Scope 1—emissions at the source of activity that DPS has direct responsibility	2,862	3,702	3,955
Scope 2—emissions generated elsewhere that DPS has direct responsibility	20,084	19,610	19,177
Scope 3—indirect emissions that DPS has little control over	3,146	3,191	2,922

Indicator	2018–19	2019–20	2020–21
<b>Water consumption</b>			
Building water consumption (kl)	121,200	152,303	201,557
Landscape water consumption (kl)	120,626	107,594	69,794
<b>Resource efficiency and waste</b>			
Total office paper purchased (kg)	Not reported	23,919	23,164
Percentage of office paper purchased with recycled content or carbon neutral certified (%)	Not reported	98 %	99%
Office paper recycled (tonnes)	170	138	100
Total waste produced (tonnes)	1,051	980	1,076
Percentage of waste diverted from landfill (%)	64%	62%	66%

**Note:**

1 The boilers consume diesel when they are switched over from gas during testing of auxiliary power generators. This did not take place during the year due to the Auxiliary Power Upgrade project.

## Transport energy use

The department’s vehicle fleet is used by Landscape Services. Other transport energy includes fuel used in onsite maintenance and loading dock vehicles, many of which operate on electric power to reduce emissions.

Parliament House building energy use comprises:

- natural gas for heating, general hot water and in kitchens
- electricity to power office lighting, mechanical services, lifts, cooling and ICT equipment, and
- diesel, mainly for testing emergency back-up generators.

Projects and energy-saving initiatives progressed in 2020–21 include the upgrade of all 42 lifts in the building with new mechanical components that will use 30 per cent less energy. Works were completed in February 2021. The replacement of diesel boilers has reduced diesel fuel use.

## Air conditioning upgrade project

In May 2020 works commenced to replace Parliament House air conditioning units which are at end of life or that have refrigerants that contain ozone depleting substances. These works are scheduled to be finished in December 2021.

## Kitchen upgrade project

In 2019 work commenced on the Parliament House kitchens to incorporate more energy and water-efficient equipment, including new larger commercial dishwashers that use 40 per cent less water and 55 per cent less energy. The last phase of the project is currently scheduled for completion by the end of 2021.

## Recycling and waste management

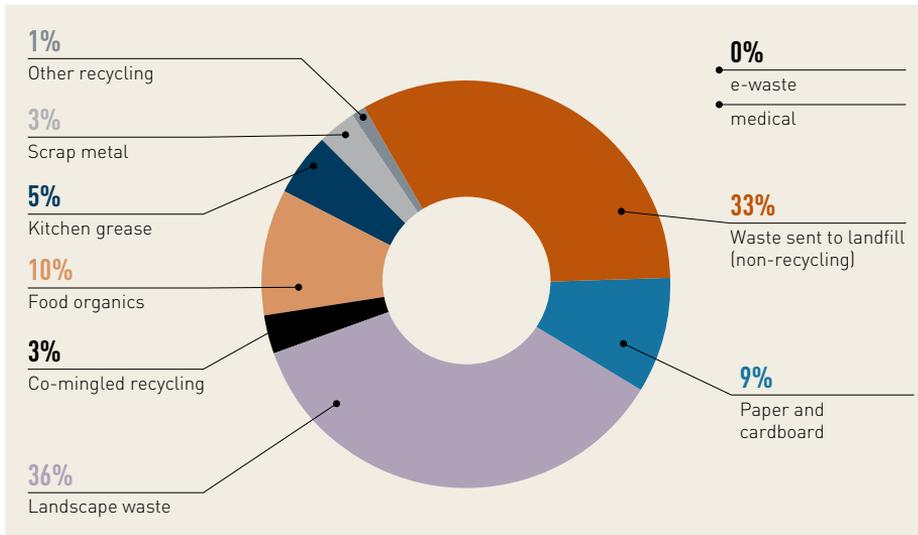
Parliament House's waste fluctuates throughout the year, depending on building occupancy, sitting patterns, construction projects, office refurbishments and election cycles.

In 2020–21 total general waste (excluding construction waste) sent to landfill was 358 tonnes. Measures undertaken to slow the spread of COVID-19 during 2020–21, including fewer events, remote working arrangements and better hygiene practices, have impacted recycling and waste rates.

**TABLE 55:** Breakdown of waste streams (recycling and non-recycling) in 2020–21

Waste type	Tonnes (2020–21)	% total
Waste sent to landfill (non-recycling)	358	33%
Paper and cardboard	100	9%
Landscape waste	385	36%
Co-mingled recycling	31	3%
Food organics	109	10%
Kitchen grease	48.5	5%
Scrap metal	34	3%
E-waste	5	0%
Clinical waste (including face masks - new waste stream)	.0728	0%
Other recycling (printer cartridges, lamps etc)	5.912	1%
<b>Total</b>	<b>1076</b>	<b>100</b>

**FIGURE 24:** Breakdown of main waste types (recycling and non-recycling) in 2020–21



### Ozone-depleting substances

Chillers, air conditioning units, cool rooms and refrigerators at Parliament House use refrigerants that contain ozone depleting substances (ODS). DPS is reducing the requirement for ozone-depleting gases by replacing older cooling equipment with equipment that uses more environmentally friendly refrigerants. Many cool rooms at Parliament House operate on a 'glycol' fluid, which is an environmentally safer refrigerant. Over the coming years, DPS will upgrade many of the building's smaller air conditioning units to ODS-free cooling units.

### Discharges to water

Sewage from Parliament House is required under a trade waste agreement to be equivalent to domestic strength (a domestic equivalent is a concentration or level the same as would be found in household wastewater). To ensure these requirements are met, the following facilities are in place:

- a grease trap on each kitchen drain
- a coalescing plate filter on the vehicle wash-down bay to prevent oil from entering the sewer, and
- a system to remove paint solids from paint brush washing facilities before waste enters the sewer.

### Significant spills of chemicals, oils and fuels

In 2020–21 there were no significant spills of chemicals, oils or fuels from Parliament House.

## APPENDIX D: ADVERTISING AND MARKET RESEARCH

In accordance with section 311A of the *Commonwealth Electoral Act 1918*, DPS annually reports expenditure on advertising and market research. Expenditure by DPS in 2020–21 was as follows

**TABLE 56:** Advertising costs (ex. GST)

Description	2019–20	2020–21
ACT Government— Chief Minister, Treasury and Economic Development	\$1,890.00	0
Universal McCann	\$4,141.12	\$2,533.72
<b>Total</b>	<b>\$6,031.12</b>	<b>\$2,533.72</b>

DPS did not conduct any government advertising campaigns in 2020–21.

---

## **APPENDIX E: CORRECTION OF MATERIAL ERRORS IN PREVIOUS ANNUAL REPORT**

On page 223, figures for landscape waste (2018–19) in Appendix B (Environmental Management) of the 2019–20 Annual Report were reported incorrectly. This was due to DPS not receiving an invoice for the removal of landscape waste. Total waste produced (tonnes) in 2018–19 should have been reported as 1,051 not 997 tonnes. This in turn affected the 2018–19 percentage of waste diverted from landfill, which should have been reported as 64 per cent, not 62 per cent. This has been corrected in Appendix C of this year’s annual report.







## REFERENCE MATERIAL

---

# 8

Acronyms and abbreviations	214
Glossary	217
List of figures	221
List of tables	222
List of requirements	225
Alphabetical index	234

---

---

## ACRONYMS AND ABBREVIATIONS

AAI—Accountable Authority Instructions

ABS—Australian Bureau of Statistics

ACSC—Australian Cyber Security Centre

ACT—Australian Capital Territory

ACOLA—Australian Council of Learned Academies

AFP—Australian Federal Police

AIA—American Institute of Architects

AIATSIS—Australian Institute of Aboriginal and Torres Strait Islander Studies

AIAP—Accessibility and Inclusion Action Plan

ALIA—Australian Library and Information Association

ANAO—Australian National Audit Office

AND—Australian Network on Disability

ANU—Australian National University

AO—Officer of the Order of Australia

APH—Australian Parliament House

APLA—Association of Parliamentary Libraries of Australasia

APS—Australian Public Service

APSC—Australian Public Service Commission

ASL—Average Staffing Level

ATO—Australian Tax Office

AUSLAN—Australian Sign Language

AUSPIC—Australian Government Photographer

BCR—Building Condition Rating

BOS—Building Occupant Satisfaction survey

CCSF—Commonwealth Child Safe Framework

CIO—Chief Information Officer

COVID-19—Source of Coronavirus pandemic. CO for corona, 'VI' for virus, and 'D' for disease.

CPA—Certified Practising Accountant

CPRs—Commonwealth Procurement Rules

CRC—Current Replacement Cost

CRD—Central Reference Document  
CSS—Commonwealth Superannuation Scheme  
DISC—Design Integrity and Special Collections  
DPS—Department of Parliamentary Services  
EAP—Employee Assistance Program  
EIS—Early Intervention Scheme  
EMMS—Electronic Media Monitoring Service  
EPBC Act—*Environment Protection and Biodiversity Conservation Act 1999*  
ESCR—Engineering Systems Condition Rating  
Fol Act—*Freedom of Information Act 1982*  
FTE—Full Time Equivalent  
FRAIA—Fellow of the Royal Australian Institute of Architects  
GJ—gigajoule  
GST—Goods and Services Tax  
HCOs—Harassment Contact Officers  
HIA—Head of Internal Audit  
HSRs—Health and Safety Representatives  
IAP—Indigenous Apprenticeship Program  
ICT—Information and Communication Technology  
IFLA—International Federation of Library Associations and Institutions  
IFLAPARL—International Federation of Library Associations and Institutions for Parliaments Section  
ILS—Integrated Library System  
ISD—Information Services Division  
JSCPL—Joint Standing Committee on the Parliamentary Library  
KMP—Key Management Personnel  
KPIs—Key Performance Indicators  
LCR—Landscape Condition Rating  
LFRAIA—Life Fellow of the Australian Institute of Architects  
LIS—library and information service  
LPG—liquefied petroleum gas  
MP—member of parliament  
NAIDOC—National Aborigines and Islanders Day Observance Committee

---

ODS—ozone-depleting substances  
OPA—Official Public Account  
OPC—Office of Parliamentary Counsel  
OPL—Office of the Parliamentary Librarian  
PBS—Portfolio Budget Statements  
PEL—Parliamentary Executive Level  
PGPA Act—*Public Governance, Performance and Accountability Act 2013*  
PGPA Rule—*Public Governance, Performance and Accountability Rule 2014*  
PHAC—Parliament House Art Collections  
PICTAB—Parliamentary ICT Advisory Board  
PID Act—*Public Interest Disclosure Act 2013*  
PIMS—Parliamentary Information Management System  
PPE—personal protective equipment  
PS Act—*Parliamentary Service Act 1999*  
PSIEN—Parliamentary Service Indigenous Employee Network  
PSL—Parliamentary Service Level  
PSM—Public Service Medal  
PSS—Public Sector Superannuation (scheme)  
PSSap—Public Sector Superannuation accumulation plan  
RAP—Reconciliation Action Plan  
ROU—Right of Use  
SAP—DPS financial management system  
SES—Senior Executive Service  
SMB—Security Management Board  
SMEs—Small and Medium Enterprises  
WHS—Work Health and Safety  
WHS Act—*Work Health and Safety Act 2011*

## GLOSSARY

Term	Description
Accountable Authority	The accountable authority of DPS (a non-corporate Commonwealth entity under the PGPA Act) is the Secretary of the department who has responsibility for, and control over, the entity's operations.
Activities	The actions/functions performed by agencies to deliver government policies.
Administered items	Expenses, revenues, assets or liabilities managed by agencies on behalf of the Commonwealth. Agencies do not control administered items. In many cases, administered expenses fund the delivery of third party outputs.
Appropriation	An amount of public money Parliament authorises for spending with funds to be withdrawn from the Consolidated Revenue Fund. Parliament makes laws for appropriating money under the Annual Appropriation Acts and under Special Appropriations, with spending restricted to the purposes specified in the Appropriation Acts.
Agency	A Department of State, Department of Parliament and prescribed agency under the <i>Public Governance, Performance and Accountability Act 2013</i> (PGPA Act).
Annual Performance Statements	A document prepared by entities to report to what extent they have fulfilled their purpose(s) as articulated at the beginning of a reporting year in their Corporate Plan and Portfolio Budget Statements (PBS).
Art Advisory Committee	This body assists the Presiding Officers in selecting artworks for the Parliament House Art Collections.
AUSPIC	Provides photographic services under the <i>Parliamentary Business Resources Act 2017</i> and to other government entities on a fee-for-service basis.
Bills Digest	A guide written to assist members of Parliament when they consider a Bill.
Budget	The Australian Government Budget sets out the fiscal and economic outlook for Australia, and includes expenditure and revenue estimates for the current financial year, the budget year and the three forward financial years.
Building fabric	The basic elements making up a building; the structure without finishing or decoration.

Term	Description
Commonwealth Child Safe Framework (CCSF)	The Framework provides minimum standards for Commonwealth entities to protect children. It encompasses policies, compliance activities and strategies to embed a child safe culture.
Commonwealth Procurement Rules (CPRs)	The core procurement policy framework that articulates the Government's expectations for all agencies subject to the <i>Public Governance, Performance and Accountability Act 2013</i> (PGPA Act) and their officials, when performing duties in relation to procurement. These are published by the Department of Finance.
Corporate Governance	The process by which agencies are directed and controlled. It is generally understood to encompass authority, accountability, stewardship, leadership, direction and control. These processes are issued by the Department of Finance.
Corporate Plan	A planning document for entities to set out their purpose(s), what they will do to achieve the purpose(s) and how they will know they have achieved the purpose(s).
Departmental item	Resources (assets, liabilities, revenues and expenses) that agency accountable authorities control directly. This includes outsourced activities funded and controlled by the agency. Examples of departmental items include agency running costs, accrued employee entitlements and net appropriations. A departmental item is a component of a departmental program.
Enterprise Agreement	An agreement between DPS and its employees about terms and conditions of employment.
Financial Results	The results shown in the financial statements of an agency.
Hansard	Hard copy and electronic reports of proceedings in the Senate, the House of Representatives and the Main Committee of the House of Representatives and transcripts of parliamentary committees and some ministerial or parliament-related conferences.
Historic Memorials Collection	This Historic Memorials Collection was founded by Prime Minister the Right Hon Andrew Fisher, in 1911 and is Australia's longest-running official portraits commissioning collection. It is guided by the bi-partisan Historic Memorials Committee which is chaired by the Prime Minister of the day.
Key performance indicators (KPIs)	KPIs are used to assess and monitor the department's performance and to provide a record of our progress towards supporting the department's objectives, how 'relevant money' was spent and whether planned achievements were on track.

Term	Description
Operations	Functions, services and processes performed in pursuing the objectives or discharging the functions of an agency.
Outcomes	The intended results, impacts or consequences of actions by the Government on the Australian community. They are listed in agencies' Portfolio Budget Statements.
Parliament House Art Collections	Comprises a number of stand-alone collections (the Rotational Collection, the Architectural Commissions, the Architectural Design of the Building, the Historic Memorials Collection, the Gift Collection, the Constitutional Documents, and the Archive).
Parliamentary precincts	The parliamentary precincts are defined in the <i>Parliamentary Precincts Act 1988</i> . In general terms they consist of the area within the inner kerb of Capital Circle, and all buildings, structures and works, and parts of buildings, structures and works, on, above or under that land.
Parliamentary ICT Advisory Board (PICTAB)	A body established to oversee progress of the Parliamentary ICT Strategic Plan and to provide guidance to DPS on strategic objectives and outcomes.
ParlInfo Search	An online tool which enables the searching and downloading of parliamentary information including Hansard transcripts, Bills, Senate journals, votes and proceedings, notice papers, committee reports, the <i>Parliamentary Handbook</i> , newspaper clippings, media and publications.
ParlView	An online broadcast service which enables the viewing, searching and downloading of parliamentary broadcasts, special parliamentary events and press conferences as well as some historical records.
ParlTV	Parliament House internal television and digital radio service.
Performance information	Evidence about performance that is collected and used systematically, which may relate to appropriateness, effectiveness and efficiency and the extent to which an outcome can be attributed to an intervention. While performance information may be quantitative (numerical) or qualitative (descriptive), it should be verifiable.
PSL Employee	A Parliamentary Service Level employee is a person engaged under section 22, or a person who was engaged as a PSL employee under section 72, of the <i>Parliamentary Service Act 1999</i> .
Portfolio Budget Statements (PBS)	Budget-related papers detailing budget initiatives and explanations of appropriations specified by outcome and program by each agency within a portfolio.

Term	Description
Presiding Officers	Two members of Parliament elected to preside over, or be in charge of, the business, proceedings and administration of a House of Parliament. In the Senate the Presiding Officer is the President, and in the House of Representatives, the Speaker.
Purpose	Includes the objectives, functions or role of the entity.
Revenue	The total value of resources earned or received to cover the production of goods and services.
Security Management Board	This body is established by the <i>Parliamentary Service Act 1999</i> , and provides advice as required to the Presiding Officers on security policy, and the management of security measures, for Parliament House. The board has four members who may, with the Presiding Officers' permission, invite others to attend their meetings.

## LIST OF FIGURES

Figure Number	Title	Page Number
Figure 1	DPS Organisational Structure	10
Figure 2	Satisfaction with catering and event services	32
Figure 3	Outcomes for Hansard and broadcasting services	35
Figure 4	Library service performance criteria and satisfaction with service	37
Figure 5	Satisfaction with service quality, system availability and project management	40
Figure 6	Visitor engagement satisfaction results	43
Figure 7	Satisfaction with building condition, landscaping and service responsiveness	46
Figure 8	Projects delivered to planned milestones and within budget	52
Figure 9	Joint Standing Committee on the Parliamentary Library as at 30 June 2021	61
Figure 10	Parliamentary Library organisational structure (as at 30 June 2021)	63
Figure 11	Parliamentary Library budget and expenditure 2018-19 to 2020-21	65
Figure 12	Parliamentary Library budget 2005-06 to 2020-21	66
Figure 13	Satisfaction with the Library's services	68
Figure 14	Distribution of client service hours by service type 2020-21	89
Figure 15	Client requests—relative indicators	90
Figure 16	Newspaper clips added to ParlInfo Search by type 2020-21	95
Figure 17	Use of the print collection	96
Figure 18	DPS governance structure	103
Figure 19	Cascade of governance practices	114
Figure 20	DPS risk framework	115
Figure 21	DPS workforce composition—30 June 2021	122
Figure 22	DPS employee working arrangements—30 June 2021	122
Figure 23	Departmental operating expenses by function area	180
Figure 24	Breakdown of main waste types (recycling and non-recycling) in 2020-21	208

## LIST OF TABLES

Table Number	Title	Page Number
Table 1	Performance criteria 1—Catering and events services	31
Table 2	Functions and events responses 2020–21	33
Table 3	Performance criterion 2—Hansard and broadcasting services	34
Table 4	Performance criterion 3—Parliamentary Library services	36
Table 5	Performance criterion 4—ICT services	38
Table 6	Performance criterion 5—Visitor engagement	42
Table 7	Performance criterion 6—Precinct services	44
Table 8	Performance criterion 7—Design integrity	49
Table 9	Performance criterion 8—Precinct services	51
Table 10	Client requests completed in 2020–21	70
Table 11	Separation by organisation unit	83
Table 12	Service usage and client satisfaction measures	85
Table 13	Client outreach, training and seminars	86
Table 14	Research services—deliverables	88
Table 15	Information access services—deliverables	93
Table 16	Budget (Resource Agreement)	98
Table 17	Other revenue	98
Table 18	Expenditure against budget (Resource Agreement)	98
Table 19	Capital expenditure against budget (Resource Agreement)	99
Table 20	DPS Audit Committee Attendance and Remuneration	107
Table 21	Statement of significant non-compliance with the finance law	117
Table 22	Employment performance 2019–20 and 2020–21	123
Table 23	Staff undertaking entry level programs during 2020–21	128
Table 24	Overview of DPS commencement rates for staff from 2019–20 to 2020–21	129
Table 25	Overview of the DPS separation rates for staff from 2019–20 to 2020–21	129
Table 26	<i>Parliamentary Services Act 1999</i> employment arrangements current report period (2020–21)	130
Table 27	Expenditure on reportable consultancy contracts, current period (2020–21)	137

Table Number	Title	Page Number
Table 28	Expenditure on reportable non-consultancy contracts current report period (2020–21)	138
Table 29	Organisations receiving a share of reportable consultancy contract expenditure during current reporting period (2020–21)	138
Table 30	Organisations receiving a share of reportable non-consultancy contract expenditure during the current reporting period (2020–21)	138
Table 31	Resource statement 2020–21	182
Table 32	Expenses by outcome 2020–21	183
Table 33	Ongoing, non-ongoing, sessional and casual employees as at 30 June 2021	184
Table 34	Ongoing, non-ongoing, sessional and casual employees as at 30 June 2020	185
Table 35	Key management personnel remuneration	186
Table 36	Remuneration paid to Key Management Personnel during the reporting period	187
Table 37	Remuneration paid to Executives during the reporting period	188
Table 38	Remuneration paid to other highly paid staff during the reporting period	190
Table 39	Actual salary ranges (excluding casual rates) as at 30 June 2021	191
Table 40	All ongoing employees current report period (2020–21) as at 30 June 2021	192
Table 41	All ongoing employees previous report period (2019–20) as at 30 June 2020	193
Table 42	All non-ongoing employees current report period (2020–21) as at 30 June 2021	194
Table 43	All non-ongoing employees previous report period (2019–20) as at 30 June 2020	195
Table 44	Ongoing employees current report period (2020–21) as at 30 June 2021	196
Table 45	Ongoing employees for previous report period (2019–20) as at 30 June 2020	197
Table 46	Non-ongoing employees current report period (2020–21) as at 30 June 2021	199
Table 47	Non-ongoing previous report period (2019–20) as at 30 June 2020	200

<b>Table Number</b>	<b>Title</b>	<b>Page Number</b>
Table 48	Full-time and part-time status current report period (2020–21) as at 30 June 2021	201
Table 49	Full-time and part-time status previous report period (2019–20) as at 30 June 2020	202
Table 50	Ongoing and non-going employees current reporting period by location 2020–21 as at 30 June 2021	203
Table 51	Ongoing and non-ongoing employees previous report period by location (2019–20) as at 30 June 2020	203
Table 52	Indigenous employment current report period (2020–21) as at 30 June 2021	204
Table 53	Indigenous employment previous report period (2019–20) as at 30 June 2020	204
Table 54	Monitored water and energy use, emissions and waste 2018–21	205
Table 55	Breakdown of waste streams (recycling and non-recycling) in 2020–21	207
Table 56	Advertising costs (ex. GST)	209

## LIST OF REQUIREMENTS

### PGPA Rule Reference

PGPA Rule Reference	Part of Report	Description	Requirement
<b>17AD(g)</b>	<b>Letter of transmittal</b>		
17AI	(i)	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report.	Mandatory
<b>17AD(h)</b>	<b>Aids to access</b>		
17AJ(a)	(iii)	Table of contents.	Mandatory
17AJ(b)	234	Alphabetical index.	Mandatory
17AJ(c)	217	Glossary of abbreviations and acronyms.	Mandatory
17AJ(d)	225	List of requirements.	Mandatory
17AJ(e)	inside cover	Details of contact officer.	Mandatory
17AJ(f)	inside cover	Entity's website address.	Mandatory
17AJ(g)	inside cover	Electronic address of report.	Mandatory
<b>17AD(a)</b>	<b>Review by accountable authority</b>		
17AD(a)	2	A review by the accountable authority of the entity.	Mandatory
<b>17AD(b)</b>	<b>Overview of the entity</b>		
17AE(1) (a)(i)	8	A description of the role and functions of the entity.	Mandatory
17AE(1) (a)(ii)	10	A description of the organisational structure of the entity.	Mandatory
17AE(1)(a) (iii)	9	A description of the outcomes and programmes administered by the entity.	Mandatory
17AE(1)(a) (iv)	8	A description of the purposes of the entity as included in corporate plan.	Mandatory
17AE(1) (aa)(i)	103	Name of the accountable authority or each member of the accountable authority.	Mandatory

<b>PGPA Rule Reference</b>	<b>Part of Report</b>	<b>Description</b>	<b>Requirement</b>
17AE(1)(aa)(ii)	103	Position of the accountable authority or each member of the accountable authority.	Mandatory
17AE(1)(aa)(iii)	103	Period as the accountable authority or member of the accountable authority within the reporting period.	Mandatory
17AE(1)(b)	N/A	An outline of the structure of the portfolio of the entity.	Portfolio departments - mandatory
17AE(2)	N/A	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	If applicable, Mandatory
<b>17AD(c)</b>	<b>Report on the Performance of the entity</b>		
	<b>Annual performance Statements</b>		
17AD(c)(i); 16F	30	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory
<b>17AD(c)(ii)</b>	<b>Report on Financial Performance</b>		
17AF(1)(a)	144	A discussion and analysis of the entity's financial performance.	Mandatory
17AF(1)(b)	182	A table summarising the total resources and total payments of the entity.	Mandatory
17AF(2)	N/A	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.	If applicable, Mandatory.

PGPA Rule Reference	Part of Report	Description	Requirement
<b>17AD(d)</b>	<b>Management and Accountability</b>		
<b>Corporate Governance</b>			
17AG(2)(a)	116	Information on compliance with section 10 (fraud systems).	Mandatory
17AG(2)(b)(i)	(i)	A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared.	Mandatory
17AG(2)(b)(ii)	(i)	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place.	Mandatory
17AG(2)(b)(iii)	(i)	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity.	Mandatory
17AG(2)(c)	102–117	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory
17AG(2)(d) – (e)	117	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with Finance law and action taken to remedy non-compliance.	If applicable, Mandatory
<b>Audit Committee</b>			
17AG(2A)(a)	106	A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory
17AG(2A)(b)	107–111	The name of each member of the entity's audit committee.	Mandatory
17AG(2A)(c)	107–111	The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AG(2A)(d)	107–111	Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory
17AG(2A)(e)	107–111	The remuneration of each member of the entity's audit committee.	Mandatory
<b>External Scrutiny</b>			
17AG(3)	118–120	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory
17AG(3)(a)	119	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity.	If applicable, Mandatory
17AG(3)(b)	118	Information on any reports on operations of the entity by the Auditor-General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.	If applicable, Mandatory
17AG(3)(c)	119	Information on any capability reviews on the entity that were released during the period.	If applicable, Mandatory
<b>Management of Human Resources</b>			
17AG(4)(a)	120–135	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory
17AG(4)(aa)	184–204	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location.	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AG(4)(b)	184–204	<p>Statistics on the entity’s APS employees on an ongoing and non-ongoing basis; including the following:</p> <p>Statistics on staffing classification level;</p> <p>Statistics on full-time employees;</p> <p>Statistics on part-time employees;</p> <p>Statistics on gender;</p> <p>Statistics on staff location;</p> <p>Statistics on employees who identify as Indigenous.</p>	Mandatory
17AG(4)(c)	129	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the <i>Public Service Act 1999</i> .	Mandatory
17AG(4)(c)(i)	129	Information on the number of SES and non-SES employees covered by agreements etc identified in paragraph 17AG(4)(c).	Mandatory
17AG(4)(c)(ii)	191	The salary ranges available for APS employees by classification level.	Mandatory
17AG(4)(c)(iii)	131	A description of non-salary benefits provided to employees.	Mandatory
17AG(4)(d)(i)	N/A	Information on the number of employees at each classification level who received performance pay.	If applicable, Mandatory
17AG(4)(d)(ii)	N/A	Information on aggregate amounts of performance pay at each classification level.	If applicable, Mandatory
17AG(4)(d)(iii)	N/A	Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, Mandatory
17AG(4)(d)(iv)	N/A	Information on aggregate amount of performance payments.	If applicable, Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
<b>Assets Management</b>			
17AG(5)	136	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	If applicable, Mandatory
<b>Purchasing</b>			
17AG(6)	136	An assessment of entity performance against the <i>Commonwealth Procurement Rules</i>	Mandatory
<b>Reportable consultancy contracts</b>			
17AG(7)(a)	137	A summary statement detailing the number of new reportable consultancy contracts entered into during the period; the total actual expenditure on all such contracts (inclusive of GST); the number of ongoing reportable consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory
17AG(7)(b)	137	A statement that <i>"During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$[specified million]."</i>	Mandatory
17AG(7)(c)	137	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged.	Mandatory
17AG(7)(d)	137	A statement that <i>"Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website."</i>	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
<b>Reportable non-consultancy contracts</b>			
17AG(7A)(a)	137	A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory
17AG(7A)(b)	137	A statement that <i>"Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website."</i>	Mandatory
<b>17AD(daa) Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts</b>			
17AGA	N/A	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.	Mandatory
<b>Australian National Audit Office Access Clauses</b>			
17AG(8)	N/A	If an entity entered into a contract with a value of more than \$100 000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	If applicable, Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
<b>Exempt contracts</b>			
17AG(9)	139	If an entity entered into a contract or there is a standing offer with a value greater than \$10 000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	If applicable, Mandatory
<b>Small business</b>			
17AG(10)(a)	139	A statement that <i>"[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website."</i>	Mandatory
17AG(10)(b)	139	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory
17AG(10)(c)	139	If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that <i>"[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website."</i>	If applicable, Mandatory
<b>Financial Statements</b>			
17AD(e)	144–177	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
<b>Executive Remuneration</b>			
17AD(da)	186–191	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2-3 of the Rule.	Mandatory
<b>17AD(f) Other Mandatory Information</b>			
17AH(1)(a)(i)	N/A	If the entity conducted advertising campaigns, a statement that <i>"During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity's website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance's website."</i>	If applicable, Mandatory
17AH(1)(a)(ii)	209	If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, Mandatory
17AH(1)(b)	N/A	A statement that <i>"Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity's website]."</i>	If applicable, Mandatory
17AH(1)(c)	127	Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory
17AH(1)(d)	120	Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	Mandatory
17AH(1)(e)	210	Correction of material errors in previous annual report.	If applicable, mandatory
17AH(2)	56–99	Information required by other legislation.	Mandatory

---

## ALPHABETICAL INDEX

### A

abbreviations, 214–216

Aboriginal and Torres Strait Islander peoples, 21, 124–125

- apprentices, 128
- artists, 140
- staff, 123, 125, 204

Aboriginal and Torres Strait Islander reconciliation, 21, 124–125

Accessibility and Inclusion Action Plan (AIAP), 125–126

accidents *see incidents* (work health and safety)

accountable authority *see Secretary*

Accountable Authority Instructions (AAIs), 136

achievements, 2–5, 18–29

- Parliamentary Library, 19, 56–58, 67–80

acronyms, 214–216

ACSC *see Australian Cyber Security Centre (ACSC)*

activities, 18–29

administrative tribunal decisions, 120

advertising and market research, 209

AFP *see Australian Federal Police (AFP)*

age of staff, 81

air conditioning upgrades, 206, 208

Alder, Alison, 77

Allen, Katie, 60, 61

ANAO *see Australian National Audit Office (ANAO)*

anniversaries, 21, 23, 76, 78

Annual Performance Statements, 30–52

Annual Report 2019–20, corrections to, 210

APH Catering and Events, 25

- dining venues redevelopment, 3, 21–22, 26, 28, 29
- kitchens upgrades, 3, 28, 29, 32, 207
- performance measures, 31–33
- see also* community engagement and events

apprenticeship programs, 27, 127, 128

APS Human Resources (HR) Graduate Program, 128

*Architects' Design Intent for Parliament House, Canberra: Central Reference Document (CRD)*, 24

Art Advisory Committee, 105

art collections, 21, 76, 105, 140

Art Collections Section, 11, 21

art exhibitions *see exhibitions*

Askew, Wendy, 60, 61

asset management, 24–25, 136

Association of Parliamentary Libraries of Australasia (APLA), 77

audiobooks, 72

Audit Committee, 106–111, 112

Auditor-General *see Australian National Audit Office (ANAO)*

audits

- financial statements, 118, 144–146
- internal arrangements, 112
- security upgrade works, 5, 118
- work health and safety (WHS), 134

Auslan, 20

Auspice, 11, 25

AusTender, 137, 139

Australian Council of Learned Academies (ACOLA), 71

Australian Cyber Security Centre (ACSC), 18

Australian Federal Police (AFP), 4, 118–119

Australian Government Photographic Service (Auspice), 11, 25

Australian National Audit Office (ANAO), 5, 106, 112, 118, 139, 144–146

Australian Network on Disability (AND), 127

awards, 27, 126

### B

Barton, Edmund, 21, 22, 23, 75

bathroom accessibility upgrades, 126

Berg, Pamille, 49, 50

Bills Digests, 57, 58, 69, 70, 91–92

- see also* research publications

Bilyk, Catryna, 60, 61

Bonner, Neville, 21

broadcasting services, 18, 20, 24, 34–35

Buchanan, Elizabeth, 76

Building Condition Rating (BCR), 25, 44–48

- building maintenance services *see* precinct services
  - building occupant satisfaction, 31–33, 38, 40–41, 44–48
  - business continuity, 116
  - business plans *see* plans and planning
  - Byrne, Anthony, 60
- C**
- capital works program *see* Parliament House works program
  - casual staff, 35, 121–122
    - classification levels and gender, 184–185, 199–202
    - location, 194–195
  - cataloguing services, 25, 94
  - catering services *see* APH Catering and Events
  - Central Reference Document (CRD), 24
  - Charter of Principles for Publicly Funded Collecting Institutions, 140
  - chemical spills, 208
  - child safety, 140
  - classification levels of staff, 81, 184–185, 196–202
  - Claydon, Sharon, 60, 61
  - client requests, 56, 70, 89–91
    - performance measures, 85–86, 88–91
    - results of client service evaluation, 57, 68, 69
  - cloud computing, 18, 41
  - Code of Conduct, 3, 117
  - Comcare, 134, 135
  - commemorations, 21, 23, 76, 78
  - Commonwealth Child Safe Framework (CCSF), 140
  - Commonwealth Disability Strategy *see* National Disability Strategy
  - Commonwealth Fraud Control Framework 2017, 116
  - Commonwealth Ombudsman, 117
  - Commonwealth Procurement Rules (CPRs), 136, 139
  - Communication and Corporate Relations Branch, 11, 128
  - communications, 42
  - community engagement and events, 9, 140
    - activities and achievements, 21–23
    - COVID-19 pandemic impacts, 21, 25, 33
    - Parliamentary Library, 74–78
    - performance measures, 42–43
    - Queen’s Terrace Café reopening, 3, 29
      - see also* APH Catering and Events; exhibitions; seminars; visitors
  - complaints, 85, 86
  - consultants, 137–138
  - consultative arrangements, 49–50, 135
  - contracting *see* purchasing
  - Core Capability Framework—Creating a Culture of Service Excellence and Innovation*, 121, 133
  - corporate governance, 59, 60–63, 102–140
  - Corporate Operations Branch, 12, 128
  - Corporate Plan 2020–21, 60, 113
  - Corporate Services Division, 12
  - correction of material errors in Annual Report 2019–20, 210
  - COVID-19 pandemic, 20, 31
    - capital works impacts, 3, 29, 32
    - catering and events services impacts, 21, 24–25, 29, 32–33
    - design integrity impacts, 50
    - environmental impacts, 207
    - Hansard impacts, 20, 35
    - ICT impacts, 2, 41
    - library impacts, 56, 57, 69, 71, 76, 86, 91
    - recruitment impacts, 64
    - remote participation in parliamentary proceedings, 2, 18, 20, 35
    - visitation impacts, 22, 42–43
    - work health and safety (WHS) impacts, 26, 58, 79, 134
  - CPRs *see* Commonwealth Procurement Rules (CPRs)
  - CRD *see* Central Reference Document (CRD)
  - culture, 2, 3, 4, 119, 120–121, 132–133
  - Curtis, Jonathan, 62
  - cyber security, 3, 4, 18, 19, 119
  - Cyber Security Branch, 12, 19

## D

- dangerous occurrences, 208
- data remediation, 73
- Deakin, Alfred, 75
- degustation dinners *see* community engagement and events
- Department Heads Group, 112
- Department of Parliamentary Services (DPS)
  - activities and achievements, 2–5, 18–29
  - outcomes and programs, 9–10, 183
  - overview, 8–15
  - purpose statement, 8, 30
  - roles and functions, 8
  - structure, 10–12
- Department of the Senate, 72–73, 78
- Deputy Secretary, 11
  - see also* Saunders, Cate
- Deputy Secretary Group, 11
- design integrity, 24, 29, 49–50
- Design Integrity and Special Collections (DISC) unit, 11, 25, 47, 49–50
- Digital Business Services Branch, 12
- Digital Customer Services Branch, 12
- digital preservation, 72–73, 79, 96
- Digital Recording Services Branch, 12
- digitisation, 25, 72–73, 96
- dining services *see* APH Catering and Events
- dinner *see* community engagement and events
- disability
  - access and inclusion, 126–127
  - reporting, 127
  - staff with, 123, 124
- DISC *see* Design Integrity and Special Collections (DISC) unit
- diversity of staff, 123, 124–127
- DPS *see* Department of Parliamentary Services (DPS)

## E

- e-learning *see* training
- e-magazines, 72
- Early Intervention Scheme (EIS), 134
- ebooks, 97
- EBSCO Information Services, 72

- effluents, 208
- electorate offices, 18, 69, 86
- Electronic Media Monitoring Service (EMMS), 37, 68, 93, 94, 97
  - metadata remediation, 73
- email upgrades, 3, 41
- emissions, 205–206
- employees *see* staff
- energy consumption and energy saving initiatives, 205–206
- Engineering Systems Condition Rating (ESCR), 25, 44
- Enlighten Festival, 22
- enterprise agreements, 129–130
- entry-level programs, 27, 127–128
- environmental management and performance, 205–208
- errors in previous annual report, 210
- Estimates, 119
- ethical standards, 117
- evaluations *see* reviews and evaluations
- events *see* community engagement and events
- events services *see* APH Catering and Events
- Executive Committee, 106
  - see also* senior executive service (SES) officers
- exempt contracts, 139
- exhibitions, 21, 24
  - Sir Edmund Barton: Life, times and Federation, 21, 23, 75
  - see also* community engagement and events
- external scrutiny, 3, 118–120

## F

- Fair Work Commission, 120
- Fair Work Ombudsman (FWO), 120
- fellowship programs, 76
- female staff *see* gender of staff
- festivals *see* community engagement and events
- finance
  - expenses by outcome, 183
  - performance, 64–66, 180–183
  - resource statement, 182
  - sustainability, 181

Finance and Property Services Division, 12  
 Finance Branch, 12  
 finance law compliance, 117  
 financial statements, 144–177  
     audits, 118, 144–146  
     Parliamentary Library, 98–99  
 The ‘First Eight’ Project, 23, 75, 77  
 Fisher, Andrew, 76, 105  
 flu vaccination program, 134  
 Foster Review, 3–4, 118–119  
 fraud risk and control, 116  
     *see also* risk management  
 Freedom of Information (FOI), 120, 139  
*From our Special Correspondent*, 75  
 fuel spills, 208  
 full-time staff, 81, 121–122  
     classification levels and gender, 184–185, 196–202  
     location, 192–195  
 functions, 8, 59, 60, 74  
 furniture services, 25, 26

## G

Gaukroger, Allan, 108  
 gender of staff, 123, 124, 184–185, 192–200  
 Giurgola, Romaldo, 49  
 Giving Tree program, 22  
 glossary, 217–220  
 governance, 102–140  
     Parliamentary Library, 59, 60–63  
     structure, 102–117  
 graduate development programs, 128  
 greenhouse gas emissions, 205–206  
 Guida, Hal, 49, 50

## H

Hansard, 18, 20, 34–35, 73  
 Harassment Contact Officers (HCOs), 135  
 Harris, Michael, 107  
 Heaton, David, 75, 77  
 health and safety *see* work health and safety (WHS)  
 Health and Safety Representatives (HSRs), 123, 135

Heriot, Dianne, 14, 62  
     *see also* Parliamentary Librarian  
 Historic Hansard remediation, 73  
 Historic Memorials Collection (HMC), 76  
 Historic Memorials Committee, 105  
 history of the Parliament, 74, 76, 105  
 human resources management *see* staff

## I

ICT *see* information and communications technology (ICT)  
 IFLA *see* International Federation of Library Associations and Institutions (IFLA)  
 incidents (work health and safety), 123, 135  
 Independent Review into Commonwealth Parliamentary Workplaces (Jenkins Review), 3, 4  
 indexing services, 78, 80  
 Indigenous Apprenticeship Program (IAP), 128  
 Indigenous Art Code, 140  
 Indigenous Australians, 21, 124–125  
     apprentices, 128  
     artists, 140  
     staff, 123, 125, 204  
 individual flexibility arrangements, 129–130  
 induction of staff, 132  
 industrial relations, 129–130  
 influenza vaccination program, 134  
 information and communications technology (ICT), 18–19, 22, 72  
     cloud computing, 18, 41  
     email upgrades, 3, 41  
     Microsoft Office 365 and Windows 10 rollout, 18, 19, 41, 79  
     performance measures, 38–41  
     remote access capability, 2, 18, 20  
     videoconferencing, 18, 35, 57, 79  
 Information Publication Scheme, 120  
 Information Services Division (ISD), 12, 38–41, 65  
 inquiries *see* reviews and evaluations  
 Integrated Library System (ILS), 72  
 intern programs, 76  
 internal audit arrangements, 112  
 Internal Mobility Register, 121

International Federation of Library Associations and Institutions (IFLA), 77  
ISD *see* Information Services Division (ISD)  
Isentia, 93, 97

## J

Jenkins Review, 3, 4  
Joint Standing Committee on the Parliamentary Library (JSCPL), 60–61, 64, 66, 69, 76, 120  
judicial decisions, 120

## K

key performance indicators *see* performance  
kitchens upgrades, 3, 28, 29, 32, 207  
KPMG, 106, 112

## L

Landscape Condition Rating (LCR), 25, 44–48  
landscape services *see* precinct services  
leadership development, 131  
learning and development *see* training  
lectures *see* seminars  
letters of transmittal, i, ii  
library *see* Parliamentary Library  
library collections and databases, 64–65, 71–72, 92–97  
    performance measures, 84–87, 92–97  
    subject indexing of, 80  
    *see also* news services; ParlInfo Search  
Library Collections and Databases Branch, 62, 81–83  
lift upgrades, 28, 206  
Lines, Sue, 61  
list of figures, 221  
list of requirements, 225–233  
list of tables, 222–224  
Liu, Gladys, 61  
location of staff, 192–195, 203  
Luchetti, Liz, 15

## M

maintenance services *see* precinct services  
Management of Design Integrity Framework, 24, 50  
mapping services, 68, 78  
market research, 209  
McLachlan, Andrew, 61  
Mediaportal, 93, 97  
Members and Guests Dining Room, 29  
mental health of staff, 58, 79  
mentoring programs, 78  
metadata remediation, 73  
Microsoft Office 365 rollout, 18, 19, 79

## N

NAIDOC Week, 21, 125  
National Disability Strategy, 127  
National Reconciliation Week, 21, 125  
news services, 37, 68, 69, 92–94, 95, 97  
    *see also* library collections and databases  
non-ongoing staff, 81–83, 121–122  
    Aboriginal and Torres Strait Islanders, 204  
    classification levels and gender, 184–185, 199–202  
    location, 194–195, 203  
non-salary benefits, 131  
Nurse's Centre, 135

## O

O'Brien, Matt, 15  
occupational health and safety *see* work health and safety (WHS)  
Office of Parliamentary Counsel (OPC), 73  
Office of the Merit Protection Commissioner, 120  
Office of the Parliamentary Librarian, 62, 81–83, 84  
    *see also* Parliamentary Librarian  
Office of the Secretary, 11  
    *see also* Secretary  
oil spills, 208  
ombudsmen, 117, 120

- ongoing staff, 81–83, 121–122, 129
    - Aboriginal and Torres Strait Islanders, 204
    - classification levels and gender, 184–185, 196–198, 201202
    - location, 192–193, 203
  - organisational culture 2, 3, 4, 119, 120–121, 132–133
  - organisational structure, 10–12, 102–117
    - Parliamentary Library, 12, 59, 62–63
  - outcomes and programs, 9–10
  - expenses by outcome, 183
  - outsourcing *see* purchasing
  - Overdrive, 72
  - overview, 8–15
    - Parliamentary Library, 60–63
  - ozone-depleting substances (ODS), 208
- P**
- Parliament House Art Collections, 21, 76, 105, 140
    - see also* Art Collections Section
  - Parliament House works program, 10, 26, 28–29
    - air conditioning upgrades, 206, 208
    - bathroom accessibility upgrades, 126
    - dining venues redevelopment, 3, 21–22, 26, 28, 29
    - kitchens upgrades, 3, 28, 29, 32, 207
    - lift upgrades, 28, 206
    - performance measures, 51–52
    - security upgrades, 5, 24, 118
  - Parliament of Australia website, 57, 69, 85
  - Parliament Shop, 78
  - Parliamentary Authors collection, 96
  - Parliamentary Broadcasting, 18, 20, 24, 34–35
  - parliamentary committees, 20, 35, 78, 86
    - see also* Joint Standing Committee on the Parliamentary Library (JSCPL); Senate Finance and Public Administration Legislation Committee
  - Parliamentary Department Heads Group, 112
  - parliamentary departments, collaboration with, 31, 112, 124
    - Parliamentary Library projects, 72–73, 76, 78, 79
  - Parliamentary Engagement Branch, 12
  - Parliamentary Handbook*, 56, 57, 74
  - parliamentary history, 74, 76, 105
  - Parliamentary Information and Communication Technology Advisory Board (PICTAB), 104
  - Parliamentary Information Management System (PIMS), 18
  - Parliamentary Librarian, 11, 60, 64, 66, 77, 103
    - letter of transmittal, ii
    - Parliamentary Librarian’s review, 56–58
    - remuneration, 130
    - see also* Heriot, Dianne; Office of the Parliamentary Librarian
  - Parliamentary Library, 12, 56–99
    - activities and achievements, 19, 56–58, 67–80
    - Associates, 77
    - cataloguing services, 94
    - client outreach, training and seminars, 56, 57, 68, 69, 71, 86–87
    - client requests, 56, 57, 68, 69, 70, 85–86, 88–91
    - collaborative projects, 72–73, 75, 76, 78, 79
    - community engagement, 74–78
    - complaints, 85, 86
    - COVID-19 pandemic impacts, 56, 57, 69, 71, 76, 86, 91
    - data remediation, 73
    - digital access and services, 57–58, 72–73
    - digitisation and digital preservation, 72–73, 79, 96
    - electorate office visits, 69, 86
    - Electronic Media Monitoring Service (EMMS), 37, 68, 73, 93, 94, 97
    - evaluation of services, 19, 37, 56–57, 58, 67–69, 85–86
    - executive, 62
    - fellowship programs, 76
    - financial performance summary, 64–66
    - financial report, 98–99
    - governance, 59, 60–63
    - indexing services, 78, 80
    - Integrated Library System (ILS), 72
    - intern programs, 76
    - lectures, 23, 71, 74, 75, 86–87
    - mapping services, 68, 78
    - news services, 37, 68, 69, 92–94, 95, 97
    - overview, 60–63

- performance measures, 36–37, 84–97
- recruitment, 64, 82
- Resource Agreement 2020–21, 59, 64, 98–99
- Resource Agreement 2021–22, 66
- review of indexing activities, 80
- roles and functions, 59, 60, 74
- staff age, 81
- staff capabilities, 78–80
- staff classification levels, 81
- staff costs, 64
- staff employment status, 82
- staff numbers and composition, 81
- staff separations, 82–83
- staff training and development, 79
- structure, 12, 59, 62–63
- Summer Research Scholarship, 76
- workforce issues, 81–83
- Parliamentary Precincts Act 1988*, 102
- Parliamentary Security Service (PSS), 118
- Parliamentary Service Act 1999* (PS Act), 11, 60, 64, 102, 104, 117, 129–130
- Parliamentary Service Code of Conduct, 3, 117
- Parliamentary Service Indigenous Employee Network (PSIEN), 124–125
- ParlInfo Search, 80, 84, 85, 95, 96
  - historical bills and explanatory memoranda, 73
  - newspaper clippings database, 95
  - Parliamentary Library performance measures, 37, 88, 93–94, 97
  - Senate Tabled Papers collection, 72–73
- ParlView, 22
- part-time staff, 121–122
  - classification levels and gender, 184–185, 196–202
  - location, 192–195
- Paterson, James, 61
- pay *see* remuneration
- Pearce, Gavin, 61
- People Plan, 121
  - see also* workforce planning
- performance
  - activities and achievements, 2–5, 18–29
  - against purpose, 30
  - employment, 123
  - environmental, 205–208
  - financial, 64–66, 144–177, 180–183
  - Parliamentary Library, 36–37, 84–97
  - results by performance criteria, 31–52
- performance pay, 130
- performance statements, 30–52
- personnel *see* staff
- Phillips, Shane, 125
- PICTAB *see* Parliamentary Information and Communication Technology Advisory Board (PICTAB)
- PIMS *see* Parliamentary Information Management System (PIMS)
- plans and planning, 25, 113–114, 116, 136
  - corporate, 60, 113
  - design integrity, 24, 50
  - disability access and inclusion, 126–127
  - fraud and corruption control, 116
  - Parliamentary Library Business Plan 2020–21, 37, 56, 84
  - Reconciliation Action Plan (RAP), 124
  - workforce, 79, 120–121, 133
- Portfolio Budget Statements, 9–10, 113
- precinct services, 26, 27, 28, 44–48, 51–52
- Presiding Officers, 5
  - approvals, 36, 64, 66, 84
  - boards advising, 104–105
  - COVID-19 response, 33
  - events, 21, 22, 75
  - governance, 11, 60, 102–103
  - legislative requirements, ii, 130
- prizes, 27, 126
- procurement *see* purchasing
- professional development *see* training
- programs, 9–10, 183
- Property Services Branch, 12, 32, 128
- PSIEN *see* Parliamentary Service Indigenous Employee Network (PSIEN)
- PSS *see* Parliamentary Security Service (PSS)
- Public Governance, Performance and Accountability Act 2013* (PGPA Act), 30, 102, 105, 113, 136
  - non-compliance, 117
- Public Interest Disclosure Act 2013* (PID Act), 117

purchasing, 35, 71, 136, 206  
 advertising and market research, 209  
 consultants, 137–138  
 contracts, 27, 67, 72, 112, 137–139  
 Indigenous artists, 140  
 small business, 139  
 purpose statement, 8, 30

## Q

Queen's Terrace Café, 3, 21–22, 26, 28, 29  
 questions on notice, 119

## R

Ramsey, Rowan, 61  
 reconciliation, 21, 124–125  
 recruitment, 64, 82, 123, 127–128  
 recycling, 206, 207–208  
 refrigerants, 208  
 regional engagement *see* community engagement and events  
 Reid, George, 75  
 remote working, 2, 18, 20, 57  
*see also* COVID-19 pandemic  
 remuneration  
 Audit Committee members, 107–111  
 by classification levels, 191  
 non-salary benefits, 131  
 performance pay, 130  
 senior executive service (SES) officers, 130, 186–190  
 Remuneration Tribunal, 130  
 Research Branch, 62, 76, 78, 79, 81–83  
 research publications, 56, 70, 74  
 monographs, 75, 76  
*Parliamentary Handbook*, 56, 57, 74  
 performance measures, 88–89, 91–92  
*see also* Bills Digests; research services  
 research services, 84–92  
*see also* client requests; research publications  
 retention of staff, 82–83, 129  
 reviews and evaluations, 116  
 Building Occupant Satisfaction Survey, 31–33, 38, 40–41, 44–48  
 design integrity, 24, 50

Independent Review into Commonwealth Parliamentary Workplaces (Jenkins Review), 3, 4  
 indexing activities, 80  
 Parliamentary Library client service evaluations, 19, 37, 56–57, 58, 67–69, 85–86  
 Review of the Parliamentary Workplace: Responding to Serious Incidents (Foster Review), 3–4, 118–119  
 security upgrade works, 5, 118  
 Senate Finance and Public Administration Legislation Committee inquiry into the operation and management of DPS, 4, 119–120  
 2020 staff survey, 3, 134  
 risk management, 112, 115–116, 140  
 roles and functions, 8, 59, 60, 74  
 Ryan, Scott, 5, 11, 75, 102  
*see also* Presiding Officers

## S

safety *see* work health and safety (WHS)  
 salaries *see* remuneration  
 Saunders, Cate, 13  
*see also* Deputy Secretary  
 scholarships, 76  
 Schumann, Jo, 109  
 Secretary, 64, 66, 102–103, 129  
 committees advising, 105–111  
 letter of transmittal, i  
 remuneration, 130  
 Secretary's review, 2–5  
*see also* Office of the Secretary; Stefanic, Rob  
 security, 3, 118–120  
 cyber, 3, 4, 18, 19, 119  
 performance measures, 42–43  
 upgrades, 5, 24, 118  
 Security Branch, 11, 43, 128  
 Security Management Board (SMB), 104  
 seminars, 21, 23, 71, 74, 75, 86–87  
 Senate committee hearings map, 78  
 Senate Department, 72–73, 78  
 Senate Division Recording System, 19  
 Senate Estimates, 119

Senate Finance and Public Administration  
Legislation Committee, 4, 60, 119–120

Senate Tabled Papers collection, 72–73

senior executive service (SES) officers, 13–15, 62, 135

- employment arrangements, 129–130
- remuneration, 130, 186–190
- see also* Executive Committee

sessional staff, 82, 121–122

- classification levels and gender, 184–185, 196–202
- location, 192–195

Sfyris, Con, 14, 111

Shop, 78

SirsiDynix, 72

small business participation in procurement, 139

SMB *see* Security Management Board (SMB)

Smith, David, 61

Smith, Dean, 60

Smith, Tony, 5, 11, 20, 102

- see also* Presiding Officers

social media, 24

staff

- Aboriginal and Torres Strait Islanders, 123, 125, 204
- age, 81
- classification levels, 81, 184–185, 196–202
- disability, 123, 124
- diversity, 123, 124–127
- employment arrangements, 82, 121–122, 129–130
- employment performance, 123
- engagement, 2, 3, 119, 132–134
- ethical standards, 117
- gender, 123, 124, 184–185, 192–200
- inductions, 132
- location, 192–195, 203
- mental health, 58, 79
- non-salary benefits, 131
- numbers and composition, 81, 121–129
- recruitment, 64, 82, 123, 127–128
- retention and turnover, 82–83, 129
- senior executive service (SES) officers, 13–15, 62, 129–130, 135, 186–190
- see also* workforce planning

staff consultation, 135

Staff Dining Room, 3, 21, 28, 29

staff survey, 3, 134

staff training *see* training

Stanley, Anne, 60, 61

Stefanic, Rob, 13, 75

- see also* Secretary

strategic themes, 8, 9–10, 30

- effective delivery of the Parliament House works program, 28–29, 51–52
- effective stewardship of Australian Parliament House, 24–27, 44–50
- enhance the Parliament's engagement with the community, 21–23, 42–43
- respond to the changing needs of the Parliament, 18–20, 31–41, 60

Strategic Workforce Plan 2020–2025, 120

- see also* workforce planning

structure *see* organisational structure

studies assistance, 123, 131

Summer Research Scholarship, 76

surveys *see* reviews and evaluations

sustainability

- environmental, 205–208
- financial, 181

## T

Tabled Papers, 72–73

teleworking *see* remote working

tendering *see* purchasing

tours, 22

- see also* community engagement and events; visitors

training, 79, 116, 123, 131–133, 135

- client training, 56, 57, 69, 86–87
- entry-level programs, 27, 127, 128

tribunal decisions, 120

Tunningley, Leanne, 110

turnover of staff, 82–83, 129

2020 service desk, 38, 40–41

- see also* Information Services Division (ISD)

2021 Priority Service, 41

- see also* Information Services Division (ISD)

**U**

Uncommon Knowledge, 67

**V**

values, 3, 132

videoconferencing, 18, 35, 57, 79

visitors, 21–23, 33

    performance measures, 42–43

*see also* community engagement and events

**W**

Wadsworth (database), 74

Walsh, Heather, 62

waste management, 206, 207–208, 210

water consumption, 206

webinars *see* seminars

websites *see* Parliament of Australia website

Windows 10 roll out, 18, 41

women *see* gender of staff

work experience placements, 76

work health and safety (WHS), 28, 29, 123, 134–135

workforce planning, 79, 120–121, 133

*see also* staff

working from home arrangements *see* remote working

workplace agreements, 129–130

workplace culture, 2, 3, 4, 119, 120–121, 132–133

works program *see* Parliament House works program

**Y**

Yiramarang Baayi Program, 124

'Youth Footprints Program', 124

