



PARLIAMENT OF AUSTRALIA

DEPARTMENT OF PARLIAMENTARY SERVICES



Corporate Plan
2015-19



PARLIAMENT OF AUSTRALIA
DEPARTMENT OF PARLIAMENTARY SERVICES

DPS ref: 15/1068/134

The Hon Stephen Parry
President of the Senate
Parliament House
CANBERRA ACT 2600

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

Dear Mr President and Mr Speaker

As the accountable authority of the Department of Parliamentary Services (DPS), I present the *DPS Corporate Plan 2015-19*, in accordance with paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

This plan, which covers the period 2015-19, sets out our purpose, our strategic themes, strategic environment, key performance indicators, capabilities and our enterprise risks.

I will report on this plan through the department's annual report 2015-16.

Yours sincerely

Dianne Heriot
Acting Secretary

30 August 2015

Serving the Australian Parliament

The DPS Corporate Plan 2015-2019

This corporate plan lays out the strategic direction for the Department of Parliamentary Services for the next four years. The plan is our framework for corporate decision making, in the context of our strategic focus, the environment in which we operate and the foreseeable risks for our enterprise.

Importantly, it is also designed to be a working document for all staff – clarifying why we operate as we do, the values we seek to uphold, identifying our capabilities and initiatives, and how we execute our strategic planning and manage our risk.

This plan results from consultation with the Presiding Officers and extensive consultation across the department, and is informed by, and owned by, all areas of the organisation. DPS relies on each individual within it, and the plan aims to inform and empower all of our staff and serve as a common guide for all to achieve the department's strategic objectives.

A significant focus for the plan is meeting the requirements of the *Public Governance, Performance and Accountability Act 2013*. Identifying and managing risk and measuring our performance are two areas of particular attention, to ensure we maintain the standards of probity and accountability in all our operations.

The plan articulates the shared behaviours that guide our professional practice – professionalism, collaboration, responsiveness and accountability. These are the foundation of our corporate identity and practice. Through living these behaviours in both our interaction with colleagues and our decision making, we will best serve the Australian Parliament, and our clients and our stakeholders.

I look forward to working with you to apply the Corporate Plan, strengthen our department's operations and meet the service challenges ahead.

Dianne Heriot
Acting Secretary

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Introduction

The Department of Parliamentary Services (DPS) is one of the four parliamentary departments which together comprise the Parliamentary Service. The other departments are the Department of the Senate and the Department of the House of Representatives (the house departments), and the Parliamentary Budget Office. The Parliamentary Service carries out its work independently of the Executive Government of the Commonwealth.

DPS operates under the: *Parliamentary Service Act 1999* and the *Public Governance, Performance and Accountability Act 2013* (Cth) (the PGPA Act). DPS reports jointly to the Presiding Officers of the Parliament (President of the Senate and the Speaker of the House of Representatives).

This Corporate Plan has been prepared in accordance with subsection 35(1)(b) of the PGPA Act. It has been prepared specifically for the 2015-16 reporting period and covers the reporting periods 2015-19.

Period of coverage

This Corporate Plan is prepared for the reporting period 2015-16, and covers the reporting periods 2015-16 to 2018-19.

What is our purpose?

Our role

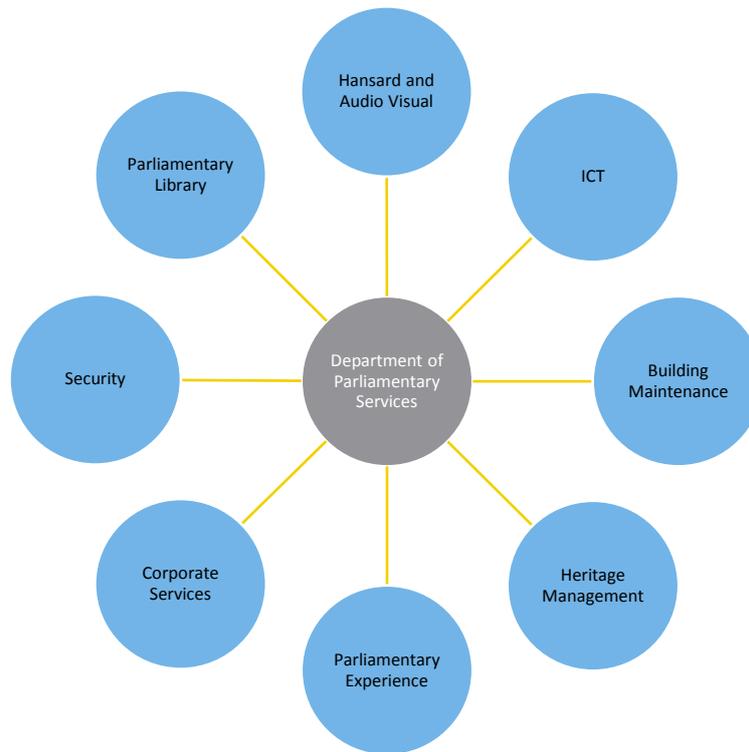
The Department of Parliamentary Services (DPS) supports the functions of the Australian Parliament and the work of parliamentarians through the provision of professional services, advice and facilities, the ongoing maintenance of Australian Parliament House; and makes the building, and the important activity that takes place within it, accessible.

Our core functions

DPS provides services and products to support the functioning of the Australian Parliament, and the work of parliamentarians. Working in collaboration with the house departments, DPS provides, or facilitates the following:

- library and research services
- information and communication technology services
- security services
- building, grounds and heritage management services
- audio visual and Hansard services
- art services
- visitor services
- food and beverage, retail, health, banking, and childcare services
- corporate, administrative and strategic services for DPS.

These functions are delivered by the key areas within DPS:



What is our strategic focus?

The PBS 2015-16 states DPS' Outcome Strategy is:

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

DPS will deliver services and advice that support the functions of Parliament and the work of parliamentarians and other building occupants. The department will protect the integrity of the building and its contents through Heritage and Conservation Management strategies. The department will offer high-quality and innovative programs to improve the visitor experience, making Parliament House a destination of choice. The department will also implement a range of physical, personnel and cyber security upgrades to support the ongoing operation of the Parliament in a safe and secure manner.

What are our strategic themes?

To achieve our outcome strategy we are focused on five strategic themes. These themes have been used to identify our priorities, and will be used to organise our activities over the next four years.

Our five strategic themes are:

- client focus
- capability and leadership
- operational excellence
- connections with other entities and the community
- guardianship of the building.

Client focus

We will:

- engage effectively with stakeholders to ensure current views are considered about the quality and range of DPS service provision
- deliver relevant services that meet the needs of our clients and visitors
- be responsive and professional in the delivery of our services
- improve the experience of clients through valuable feedback mechanisms
- improve the visitor experience, making Parliament House a destination of choice
- support parliamentarians to be more effective through better use of ICT anywhere and anytime on a range of devices
- provide support for effective and efficient operation of Parliament and its committees.

Capability and leadership

We will:

- set a clear strategic direction and share this within the organisation and with other stakeholders
- put in place governance arrangements that provide sufficient control, ensure evidence-based decision making and guard against fraud
- continue to improve our procurement and contracting capability
- support staff through good change management practices and improved communication
- retain and build on the corporate knowledge of our workforce
- build capability and leadership through mentoring and effective training.

Operational excellence

We will:

- implement best practice policies and processes in all areas of the department with particular attention to governance processes and the management of contracts and licenses
- implement an effective reporting regime with particular attention to advising the Presiding Officers before initiating new work that impacts on the Presiding Officers, other senators and members, or building occupants, and providing regular progress updates about the work

- improve efficiency and effectiveness through informed prioritisation of work and resource allocation
- ensure our systems and processes are robust, streamlined and consistently applied
- implement high quality information practices with regard to records management and performance reporting
- ensure recommendations from external reviews are adequately addressed in a timely manner.

Connections with other entities and the community

We will:

- work effectively with other parliamentary departments in support of the Presiding Officers
- prepare a range of ideas designed to increase productivity of stakeholders and DPS, for consideration by the Presiding Officers at an annual executive roundtable
- invest effort in developing our partnerships with other entities
- involve our stakeholders in important decision-making through genuine consultation
- increase involvement from the community in events, programs and initiatives offered by DPS
- make it easier for the public to engage with Parliament from wherever they are located.

Guardianship of the building

We will:

- ensure changes and maintenance to the building are undertaken efficiently and in keeping with heritage and design principles
- protect the integrity of the building through sound security practices, and heritage and conservation management.

Our values

The employees of DPS are proud to serve the Australian Parliament and parliamentarians. We are guided by values that motivate us to provide excellent support and services that achieve our purpose. We uphold the Australian Parliamentary Service (APS) Values, which are:

Committed to service

1. The Parliamentary Service is professional, objective, innovative and efficient, and works collaboratively to achieve the best results for the Parliament.

Ethical

2. The Parliamentary Service demonstrates leadership, is trustworthy, and acts with integrity, in all that it does.

Respectful

3. The Parliamentary Service respects the Parliament and all people, including their rights and their heritage.

Accountable

4. The Parliamentary Service performs its functions with probity and is openly accountable for its actions to the Parliament and the Australian community.

Impartial

5. The Parliamentary Service is non-partisan and provides advice that is frank, honest, timely and based on the best available evidence.

Shared behaviours

In addition to upholding the Parliamentary Service Values, our shared behaviours of **professionalism**, **collaboration**, **responsiveness** and **accountability** address the unique aspects of our business and environment. Our shared behaviours guide us in how we conduct ourselves in performing our role to best support the Presiding Officers, the Australian Parliament, parliamentarians, occupants of the building and visitors to Australian Parliament House.

Our shared behaviours allow us to deliver professional services, advice and facilities that support the building and the important activity that takes place within it.

Professionalism

We are dedicated to always providing exceptional, contemporary service delivery through entrepreneurship and innovation, continuous improvement, and applying best practice. Our aim is to create a culture that is engaging and respectful, driven by a united leadership.

Collaboration

We will establish solid partnerships and will deliver flexible services. We partner with the other parliamentary departments to support the functions of the Australian Parliament. We are focussed on continually improving our products and services. We welcome the opportunity to hear your views and seek feedback.

Responsiveness

The provision of timely and relevant services is the key to supporting our clients. It is our goal to meet expectations and our aim is to deliver services within agreed service standards. We will ensure our clients are kept up to date every step of the way.

Accountability

We are committed to providing solutions. We are accountable for our actions and are focussed on quality outcomes. We always act with integrity and follow proper processes. We provide staff with relevant training and support to ensure client needs are met. We will measure satisfaction with our services and use this information to continually improve.

Our clients, stakeholders and customers

Clients

The department's principal clients are:

- the Presiding Officers
- other senators, members and their staff
- staff of the other parliamentary departments
- staff of DPS.

Stakeholders

The department's stakeholders include:

- the Presiding Officers
- parliamentary committees
- other senators and members
- our staff
- staff of other parliamentary departments
- other government departments and entities
- other building occupants.

Customers

The department's customers are visitors, including tourists, international delegations, government officials and virtual visitors accessing the APH website.

What is the environment in which we operate?

Critical to the department's success is our ability to anticipate and respond to changes occurring in our operating environment. Over the next four years, there are several challenges that impact the department's ability to achieve our purpose. The department will actively monitor our strategic environment and work closely with the Presiding Officers, the Department of the Senate, the Department of the House of Representatives, the Parliamentary Budget Office, and all our clients to ensure we meet our purpose.

Strategic environment

DPS operates in an environment with a range of significant challenges. Optimising our service capability and efficiency will be essential in addressing these challenges over the next four years.

Unique parliamentary environment

Being attuned to the parliamentary operating environment is critical to the effective delivery of DPS services. The needs of Presiding Officers, and members and senators must be at the forefront of our work. DPS will proactively identify innovative solutions to address the needs of Presiding Officers, and members and senators. The potential changing requirements over a parliamentary cycle will be addressed in our branch business plans.

Parliamentary departments

DPS works closely with the Department of the Senate, the Department of the House of Representatives and the Parliamentary Budget Office to support the Presiding Officers, the Parliament and its Committees, and parliamentarians. Ongoing engagement with these departments to ensure services are appropriately planned and delivered is key to DPS' success. DPS will actively engage with colleagues in the parliament departments in the planning and delivery of services.

Federal election cycle

A critical factor impacting the environment in which we operate is the federal election cycle. We expect that elections will have a significant impact on every facet of our services, through increased demand before and after the election. Active planning of DPS's services during this cycle will be undertaken.

Increased scrutiny from the Parliament and the public

Recent times have been characterised by an increased level of scrutiny in relation to the department's performance. In order to demonstrate public value, and be seen as an indispensable, reliable and credible service provider, the outcomes of external reviews and reports need to be well understood and action taken to address shortcomings of the past.

Increased security alert level

In 2014, Australia's Terrorism Alert Level increased, and security arrangements at Parliament House are being enhanced to increase resilience in response. The safety of the Parliament, the occupants of the building and visitors is paramount among DPS' concerns, and balancing safety with accessibility will remain a key strategic focus going forward.

Maintaining the building and protecting our heritage

As the primary custodians of the building and the heritage values of Parliament House, DPS will need to work with the parliamentary departments and others to ensure Parliament House fulfils its design intent of serving the people and the Parliament for 200 years. Long term strategies and a conservation management plan will be developed to guide DPS' program of work.

Resources

Like most Commonwealth entities, DPS will continue to be challenged by the financial resources available. For DPS this remains a significant challenge in light of the increasing costs of running the building. A key strategic focus for DPS is to invest appropriately in the maintenance of the building to ensure the condition of the building is maintained. Increased demand for services and increased complexity in external compliance requirements has also had a considerable impact on the resources and operating budget of the department.

Significant capital works program

DPS has embarked on an ambitious forward capital works program. Effective planning and implementation, such that budgeted amounts are fully expended in a cost effective manner within expected timeframes is the primary focus for successful management of the DPS capital works program.

Technology

The emergence of new technology brings significant opportunity for the department to improve how services are delivered. Balancing client expectations about the availability of technology with what is cost effective and physically possible within the unique design elements within the building will remain an important consideration for DPS.

Changes in population

Australia's population is growing. This may result in an increase in the number of parliamentarians to represent the interests of each electorate, and a requirement for DPS to be mindful of the need to accommodate and support more parliamentarians within Parliament House. This may have a significant impact on the work of DPS staff. Changes in population mean changes to the demographic of parliamentarians and their staff. DPS recognises the need to ensure appropriate accessibility for all people coming to Parliament House. As Australia's population ages, and the average age profile of our parliamentarians and their staff, customers and building occupants increases, accessibility to the building and our services will remain of vital importance.

Strategies to meet our challenges are outlined in our strategic themes and are supported by operational Branch Business Plans.

What are our enterprise risks?

Enterprise risks are risks to the deliverables of the Corporate Plan. They are related to fundamental decisions or have potential to damage the organisation as a whole and have a medium to long term impact on the department.

All enterprise risks relate to one or more of DPS' core functions, and our purpose of supporting the functions of the Australian Parliament and parliamentarians.

DPS's enterprise risks are identified with the department's strategic themes in the following list. A common theme running through the enterprise risks is the risk of damage to the reputation of DPS.

Client Focus

1. DPS fails to meet client or customer requirements.
2. DPS fails to maintain continuity of service and to support the running of Parliament, the chamber departments and/or public access is impacted.

Capability and Leadership

3. DPS fails to develop or maintain the necessary capability and capacity to deliver efficient and effective services.
4. Leadership throughout DPS is ineffective.

Operational Excellence

5. DPS fails to deliver value for money.
6. DPS does not have access to, or fails to maintain, accurate, complete and timely information.
7. DPS fails to deliver on key projects.
8. DPS does not comply with key governance and legislative requirements (e.g. PGPA Act, WHS Act, PSPF etc.).

Connections with other entities and the community

9. DPS fails to build and maintain working relationships with key clients/stakeholders/community.

Guardianship of the building

10. Security, including information and safety is compromised.
11. Heritage values of the building are inappropriately compromised.

How will we manage our risks?

DPS is committed to an organisational environment where all employees understand and are able to successfully manage risk. The DPS Risk Management Policy and Framework provides direction and guidance to staff on their risk management responsibilities. This Policy and Framework is applicable to all DPS staff and all activities of DPS.

Identifying the risks that we face, and determining what we need to have in place to reduce them to an acceptable level, is vitally important in developing our business plans, business continuity arrangements, fraud control measures, assurance provision and our Comcover insurance arrangements.

DPS is investing in risk management in line with the requirements of the PGPA Act and all staff are expected to understand and apply risk management in accordance with the Risk Management Policy and Framework. DPS is committed to developing and monitoring risk mitigation strategies. We will do this by:

- considering at each Executive Committee meeting whether there has been any material change to the Enterprise risks
- formally reviewing the DPS Enterprise risks once a year
- reporting each quarter to the DPS Executive and the DPS Audit Committee after SES owners have reviewed the Enterprise risk Treatment Plan
- establishing a Risk Management Forum to review mitigation treatments and advise risk owners and the Executive Committee
- ensuring that operational risks are assessed each year during the business planning process and that mitigation treatments are incorporated in business plans.

How will we measure performance?

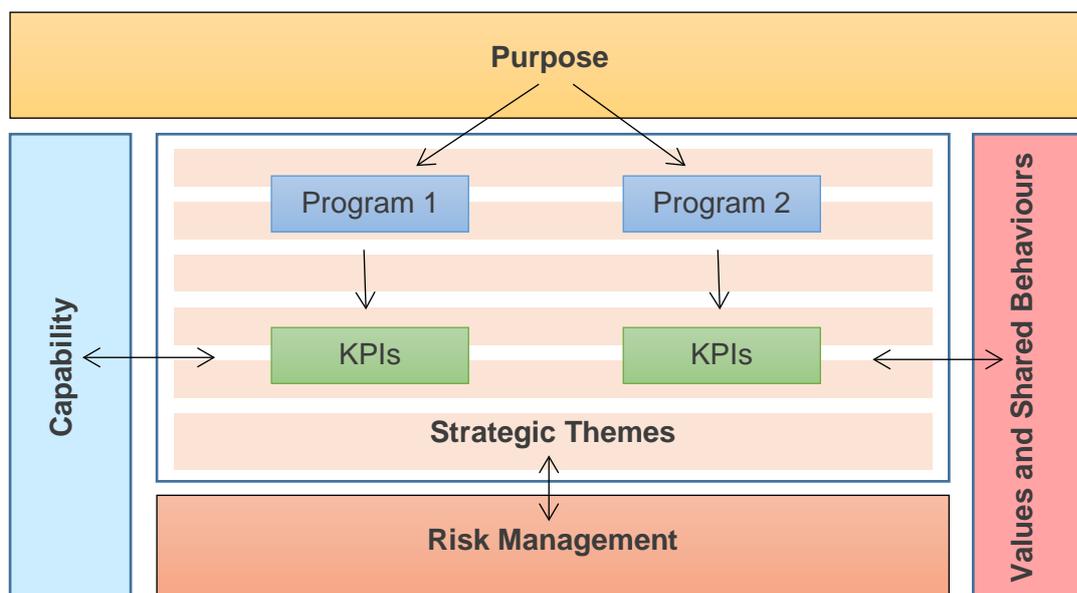
Measuring the performance of the department is structured under the two program objectives set out in the *Portfolio Budget Statements 2015-16*. The Key Performance Indicators (KPIs) assess the department's ability to deliver on its purpose to support the functions of the Australian Parliament and the work of parliamentarians through the provision of professional services, advice and facilities, the ongoing maintenance of Australian Parliament House; and makes the building, and the important activity that takes place within it, accessible.

We will report annually against the KPIs for each reporting period of this Corporate Plan.

The two program objectives and the KPIs set out in the *Portfolio Budget Statements 2015-16* were reviewed for the purpose of transitioning to the new corporate planning environment.

The new targets for the KPIs were established after an extensive process of review and analysis of our previous performance. The department considers these targets acceptable as they reflect the targets known to the parliament and are realistic performance expectations over the coming years. The targets will be reviewed on an annual basis with adjustments made as necessary to be in line with benchmarking with other cultural institutions and ensure DPS is delivering high quality services.

DPS Corporate Plan Framework



Program 1 – Objective

- Provide a range of research, information and reporting services to support the work of parliamentarians and the Parliament and engage the community;
- Provide services to building occupants and electorate offices to enable them to conduct their work; and
- Provide services and facilities for visitors to Parliament House.

Program 1 – Key Performance Indicators

Indicator	How it will be measured	Strategic themes
Number and type of visitor interactions	<p><i>Measures</i></p> <ul style="list-style-type: none"> • Number of visitors • Number of virtual visitors • Number of visitors for DPS educational tours • Number of participants to DPS organised tours and events <p>Target - Equivalent or greater to same period last year</p>	<ul style="list-style-type: none"> • Client focus • Operational excellence • Connections with other entities and the community
Visitor satisfaction with Australian Parliament House Experience	<p><i>Measures</i></p> <ul style="list-style-type: none"> • % of visitor feedback indicating their visit met or exceeded expectations • % of virtual visitor feedback indicating their visit met or exceeded expectations • % of school/education tour visitor feedback indicating their visit met expectations and was relevant to classroom learning/curriculum • % of participants attending DPS tours and events indicating their visit met or exceeded expectations <p>Target - 85%</p>	<ul style="list-style-type: none"> • Client focus • Operational excellence • Connections with other entities and the community
Building occupant satisfaction with timeliness and quality of DPS services	<p><i>Measures</i></p> <ul style="list-style-type: none"> • % of building occupant feedback indicating a satisfied or neutral rating with timeliness and quality of DPS services (by DPS service category) • % of parliamentarian satisfaction with Art Collection Services <p>Target - 75%</p>	<ul style="list-style-type: none"> • Client focus • Operational excellence • Connections with other entities and the community • Guardianship of the building

<p>Parliamentary Service Standards are achieved</p>	<p><i>Library Services Standards Measure</i></p> <ul style="list-style-type: none"> • % of Library Service Standards outlined in the Resource Agreement that are achieved Target - 90% <p><i>ICT Service Standards Measure</i></p> <ul style="list-style-type: none"> • % of ICT Standards outlined in the ICT Service Level Agreement that are achieved Target - 90% <p><i>Hansard Service Standards Measures</i></p> <ul style="list-style-type: none"> • % of Individual draft speeches delivered within two hours of speech finishing Target - 85% • % of electronic proof Hansard reports delivered within agreed timeframes Target - 95% • % of committee transcripts delivered within agreed timeframes Target - 95% 	<ul style="list-style-type: none"> • Client focus • Capability and leadership • Operational excellence • Connections with other entities and the community
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Program 2 – Objective

- Strategically plan to maintain and upgrade Parliament House;
- Maintain Parliament House as a safe and accessible workplace and public building; and
- Plan, develop and deliver into service a building works program, including physical security upgrades to Parliament House.

Program 2 – Key Performance Indicators

Indicator	How it will be measured	Strategic themes
Design Integrity Rating	Measures <ul style="list-style-type: none"> • % of significant building changes (not like-for-like) resulting in an unchanged or positive impact to the Design Integrity of the Building Target – 90%	<ul style="list-style-type: none"> • Operational excellence • Connections with other entities and the community • Guardianship of the building
Building Condition Rating	Measures – <ul style="list-style-type: none"> • % of building areas reviewed that are assessed as being in fair or better condition Target – 90%	<ul style="list-style-type: none"> • Client focus • Operational excellence • Connections with other entities and the community • Guardianship of the building
Landscape Condition Rating	Measures – <ul style="list-style-type: none"> • % of landscaped areas reviewed that are assessed as being in fair or better condition Target – 90%	<ul style="list-style-type: none"> • Client focus • Operational excellence • Connections with other entities and the community • Guardianship of the building
Engineering Systems Rating	Measures – <ul style="list-style-type: none"> • % of critical engineering systems reviewed that are assessed as being in fair or better condition Target – 90%	<ul style="list-style-type: none"> • Client focus • Operational excellence • Connections with other entities and the community • Guardianship of the building

What are our capabilities and initiatives?

Capabilities

The capability and motivation of our people will underpin our ability to achieve our objectives efficiently and support the functions of the Australian Parliament and the work of parliamentarians through the provision of professional services, advice and facilities, the ongoing maintenance of Australian Parliament House; and makes the building, and the important activity that takes place within it, accessible. For DPS's workforce, working in the Parliamentary Service holds important meaning. Our capabilities are diverse and, in many cases, specialised.

Building our capability is key to improving our organisational performance and demonstrating public value. Our corporate training calendar together with individual performance agreements, and the implementation of an online Learning Management System will enable the identification and recording of training needs, as well as the streamlined delivery of mandatory training to all staff.

Our capability needs may change over the term of this plan, and will be assessed annually as part of the Corporate Plan review process.

Initiatives

Our priority areas of focus for building our capability are:

Developing a united leadership

We will do this by:

- clarifying roles and expectations
- communicating about pressures and priorities to develop a shared understanding
- presenting a united voice to clients, stakeholders and staff
- investing in leadership training, and evaluating the effectiveness of this training

Improving our communications

We will do this by:

- improving the staff portal so that it is usable and content is up to date
- committing to regular, clear and consistent messages, cascaded from leadership
- undertaking consultation internally and externally
- holding regular leadership forums for strategic issues to be discussed, priorities identified, and the outcome of these forums cascaded to all levels
- developing a comprehensive communication framework.

Investing in our relationships

We will do this by:

- building trust and credibility by delivering major projects and fostering a “one building, one purpose” attitude
- building on strong relationships at the Branch / Division level with other parliamentary departments
- fostering relationships and partnerships with key external stakeholders

Strengthening our policies and procedures

We will do this by:

- reviewing and updating policies and procedures
- making policies and procedures more accessible
- continuing to improve our capability in procurement and contracting

Valuing our staff

We will do this by:

- ensuring change is managed well and communicated to all levels
- developing a rewards and recognition framework
- listening to, and acting on staff feedback
- encouraging staff development opportunities

Reviewing our plans

Our Corporate Plan is based on our Outcome and Program Objectives within the Portfolio Budget Statements, and will be reviewed and updated annually by DPS Senior Executive Service, with input from staff. The review will include an assessment of Strategic Themes, Priorities, Enterprise risks and Initiatives required to develop the required capabilities. An important part of reviewing the Corporate Plan and developing the Division and Branch Plans will be to review performance against our key measures and our success at addressing our priorities.

Division and Branch Business Plans will be developed annually and will be aligned to the strategic priorities of DPS. Section and Project Plans will also be developed to provide the further detail on how we will achieve our goals. Individual Performance Plans will be based on Branch and Project Plans and will demonstrate how each individual contributes to DPS’s ability to achieve its goals.

DPS Senior Executives will report twice a year to the Secretary and Executive Committee on the progress against business plans.

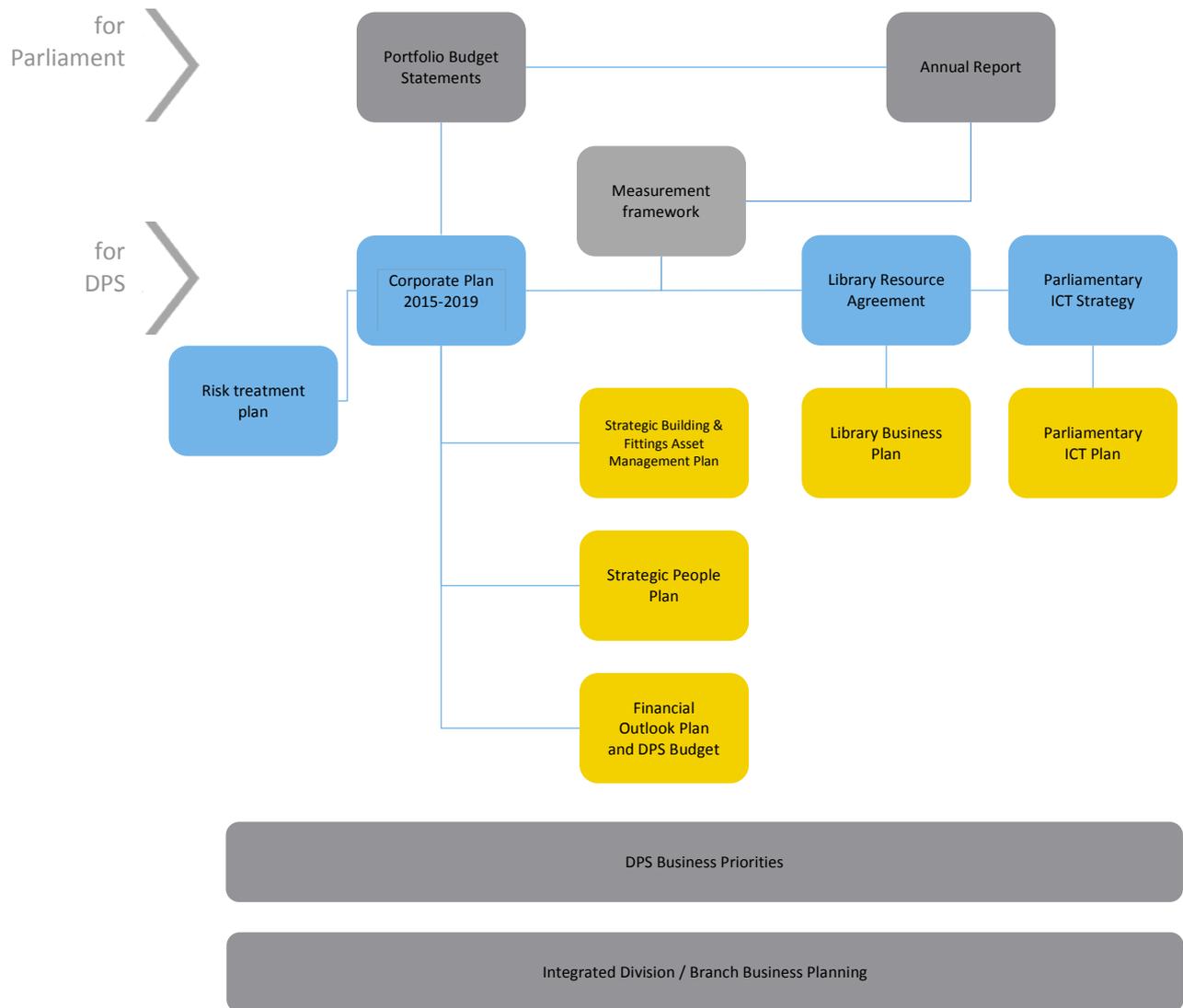
Annual report information

In addition to our measures, we have additional information which we report on under the Requirements for Annual Reports (published by the Department of the Prime Minister and Cabinet and approved by the Joint Committee of Public Accounts and Audit).

The DPS annual report provides commentary and additional data to support our performance. DPS report results for all our measures and KPIs in the annual performance statements and on our Outcome and Program Objectives as set out in the Portfolio Budget Statements.

How will we review and update this Corporate Plan?

Our planning ecosystem



Compliance with the PGPA Act

Matters to be included in a Commonwealth entity's corporate plan.

Item	Topic	Matters to be included	Page reference
1	Introduction	The following: a) a statement that the plan is prepared for paragraph 35(1)(b) of the Act; b) the reporting period for which the plan is prepared; c) the reporting periods covered by the plan.	1
2	Purposes	The purposes of the entity.	1-2
3	Environment	The environment in which the entity will operate for each reporting period covered by the plan.	6-8
4	Performance	For each reporting period covered by the plan, a summary of: a) how the entity will achieve the entity's purposes; b) how any subsidiary of the entity will contribute to achieving the entity's purposes; and c) how the entity's performance will be measured and assessed in achieving the entity's purposes, including any measures, targets and assessments that will be used to measure and assess the entity's performance for the purposes of preparing the entity's annual performance statements for the reporting period.	9-12
5	Capability	The key strategies and plans that the entity will implement in each reporting period covered by the plan to achieve the entity's purposes.	13
6	Risk oversight and management	A summary of the risk oversight and management systems of the entity for each reporting period covered by the plan (including any measures that will be implemented to ensure compliance with the finance law).	8-9