PARLIAMENT OF AUSTRALIA
DEPARTMENT OF PARLIAMENTARY SERVICES

CORPORATE
PLAN

20
21

GUIDANCE FOR THE USE OF THE CORPORATE PLAN

The Department of Parliamentary Services (DPS) Corporate Plan is the primary planning document for the department and informs the reader about the strategic direction of DPS and the significant activities we will undertake over the four-year plan. The Corporate Plan was developed in accordance with the enhanced Commonwealth Performance Framework which was established by the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and relevant sections of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule).

The Department of Finance administers and provides guidance, advice and support regarding the Commonwealth Performance Framework. DPS considered the following Department of Finance material in the development of the 2020–21 Corporate Plan:

- Resource Management Guide—130 Overview of the enhanced Commonwealth performance framework

- Resource Management Guide—131 Developing good performance information

- Resource Management Guide—132 Corporate plans for Commonwealth entities, and

- The enhanced Commonwealth performance framework, 2017–18 corporate plans, Lessons Learned.

The Corporate Plan is a strategic document that outlines:

- the purpose of the department

- what the department will do to achieve its purpose (intended results and high level activities), and

- how it will know that it has achieved its purpose (performance criteria).

The audience for the Corporate Plan is:

- DPS staff

- the Presiding Officers

- parliamentarians

- other parliamentary departments, and

- the Australian public.

The Corporate Plan has individual sections on our:

- purpose and strategic themes

- departmental structure

- planning framework

- environment

- relationships

- capability

- risk, and

- performance.

In 'Outcomes, Activities and Results' we integrate the information from these individual sections to provide a consolidated view by strategic theme. In this section we outline what we want to achieve, what activities will be undertaken to make that happen, and how we will know that we have been successful.

SECRETARY'S FOREWORD

I present the 2020–21 DPS Corporate Plan for the reporting period 2020–21 to 2023–24 at a time where we, like all levels of our society, face unprecedented challenges. The lead-in period to preparing our Corporate Plan saw bushfires, hail storms and the global coronavirus pandemic reshape our operations like nothing we have experienced before. No one could have foreshadowed an event like COVID-19 and its impact.

While the pillars of our strategic direction are sound, the COVID-19 environment will see us focus even more on our capability and capacity to pivot quickly from business-as-usual operations to new ways of service delivery. This will ensure we future-proof our operations to manage unforeseen challenges while sustainably delivering our traditional core services.

This Corporate Plan, as our principal planning document, outlines a deliberate course of action including the programs and activities designed to deliver greater operational and workforce flexibility, and how we will measure our performance over the four-year planning horizon.

In 2020–21 we will naturally focus on our core purpose of supporting the Australian Parliament and parliamentarians through innovative, unified and client-focused services. This will be performed through a new lens of prioritising activities which further our transition to an agile and adaptable organisation.
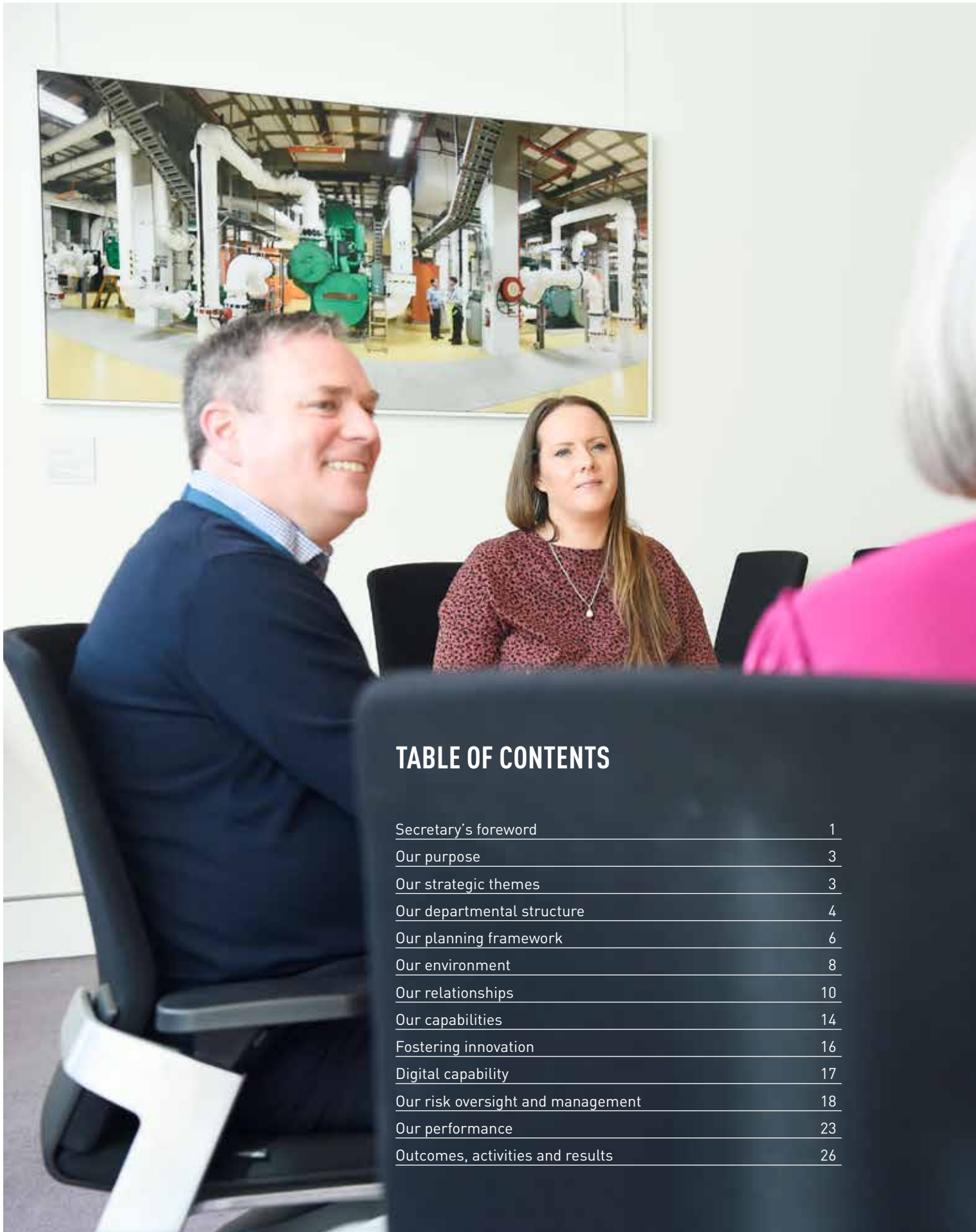
The COVID-19 impact on Australia highlighted our need to ensure the work of the Parliament can continue when faced with major disruption. Working closely with the support and guidance of the Presiding Officers, DPS performed an integral role in supporting parliamentarians, their offices and the staff of the Parliamentary Service to continue their work safely at Parliament House and connect effectively in remote locations. We will further enhance our technological capability through the ongoing development of mobile platforms for those operating in Electorate Offices or remote environments, uplifting cyber security and deploying solutions to deliver virtual platforms for the business continuity of Parliament.

Agile and adaptable services can only be delivered by a workforce that can seamlessly move from focusing on traditional services to dynamic needs-based support in different environments. In 2020-21, we will commence implementing the outcomes of our strategic workforce planning project. The planning process has taken account of the changing needs of clients and stakeholders within the context of a changing external environment and an increased internal demand for services. Our aspiration is to be an organisation renowned for service excellence and for adopting innovative approaches to our work.

I am proud of the way our people have already risen to the challenges this disruption has made to not only the way we work but our future outlook. We have only just scratched the surface of our true service capability and this Corporate Plan outlines our priorities and initiatives to build this agile and responsive workforce so we can meet both our current challenges and prepare for the uncertain environment ahead of us.

Rob Stefanic

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INTRODUCTION

I, Robert Stefanic, as the accountable authority of the Department of Parliamentary Services, present the Department of Parliamentary Services Corporate Plan 2020–21, which covers the period 2020–2021 to 2023–24, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

The 2020–21 Corporate Plan is aligned with our Portfolio Budget Statements (PBS) 2020–21.

The DPS PBS has one outcome and two programs which are supported by the four strategic themes in our Corporate Plan.

DPS will report to what extent we have achieved our purpose as outlined in this Corporate Plan in our 2020–21 Annual Performance Statements.

OUR PURPOSE

The purpose of the Department of Parliamentary Services (DPS) 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 Australia's Parliament and parliamentarians through innovative, unified and client-focused services. We are proud to be custodians of Parliament House as the pre-eminent symbol of Australian parliamentary democracy and as a significant destination for our citizens and international visitors alike.

OUR STRATEGIC THEMES

Our strategic themes support our purpose.

FIGURE 1: 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

DPS Executive Committee (L-R): Liz Luchetti, First Assistant Secretary, Corporate Services, Matt O'Brien, First Assistant Secretary, Finance and Property Services, Cate Saunders, Deputy Secretary, Rob Stefanic, Secretary, Dr Dianne Heriot, Parliamentary Librarian, Antony Stinziani, Chief Information Officer. This photo was taken in compliance with physical distancing requirements.

OUR DEPARTMENTAL STRUCTURE

DPS is established as a department under the *Parliamentary Service Act 1999* (PS Act). The Australian Parliamentary Service serves the Parliament by providing professional support, advice and facilities to each House of the Parliament, the parliamentary committees and to senators and members of the House of Representatives, 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 Deputy Secretary is the Secretary's delegate when required and has operational oversight for a group comprising Corporate Relations, Finance and Property Services, and Security functions. The Chief Information Officer is responsible for Information and communications technology, Hansard and broadcasting.

The Parliamentary Librarian (who is a statutory officer) reports directly to the Presiding Officers–and to the Joint Standing Committee on the Parliamentary Library–in respect of her statutory functions. The Parliamentary Librarian also manages the design integrity and art collection functions on behalf of the Secretary as additional duties.

The DPS Executive Committee serves as the department's primary governance body and comprises the Secretary (Chair); Deputy Secretary; Parliamentary Librarian; First Assistant Secretary, Finance and Property; First Assistant Secretary, Corporate Services; and Chief Information Officer.

FIGURE 2: DPS Departmental Structure

SECRETARY

Mr Rob Stefanic, Secretary

The Secretary is the principal adviser to the Presiding Officers on matters relating to the Department and is the chief executive of the department. The Secretary works in partnership with the Clerks of both Houses of Parliament and the Parliamentary Budget Officer to collectively discharge our functions as the Parliamentary Service.

DEPUTY SECRETARY

Ms Cate Saunders, Deputy Secretary

The Deputy Secretary provides executive leadership and strategic direction for Corporate Services, Finance and Property Services, Security and Communications and Corporate Relations. The Deputy Secretary is also the designated Chief Security Officer for the Department.

PARLIAMENTARY LIBRARY

Dr Dianne Heriot, Parliamentary Librarian

The Parliamentary Library contributes to the work of the Australian Parliament by providing high-quality information, analysis and advice to parliamentarians and to parliamentary committees.

INFORMATION SERVICES DIVISION

Mr Antony Stinziani, Chief Information Officer

The Information Services Division provides information and communications technology (ICT), Hansard and broadcasting services to the Parliament. ICT services are provided to Parliament House, electorate offices across Australia and Commonwealth Parliament Offices.

FINANCE AND PROPERTY DIVISION

Mr Matt O'Brien, First Assistant Secretary

The Finance and Property Division provides financial services to DPS and ongoing maintenance services for the building, landscape and capital works services to support the Parliament.

CORPORATE SERVICES DIVISION

Ms Liz Luchetti, First Assistant Secretary

The Corporate Services Division provides timely and quality corporate services to ensure the compliant and sustainable operations of DPS. The Division is also responsible for the delivery of a broad range of customer services and experiences to the Parliament and visitors to Parliament House.

OUR PLANNING FRAMEWORK

The DPS Planning Framework reflects the core elements of the Enhanced Commonwealth Performance Framework.
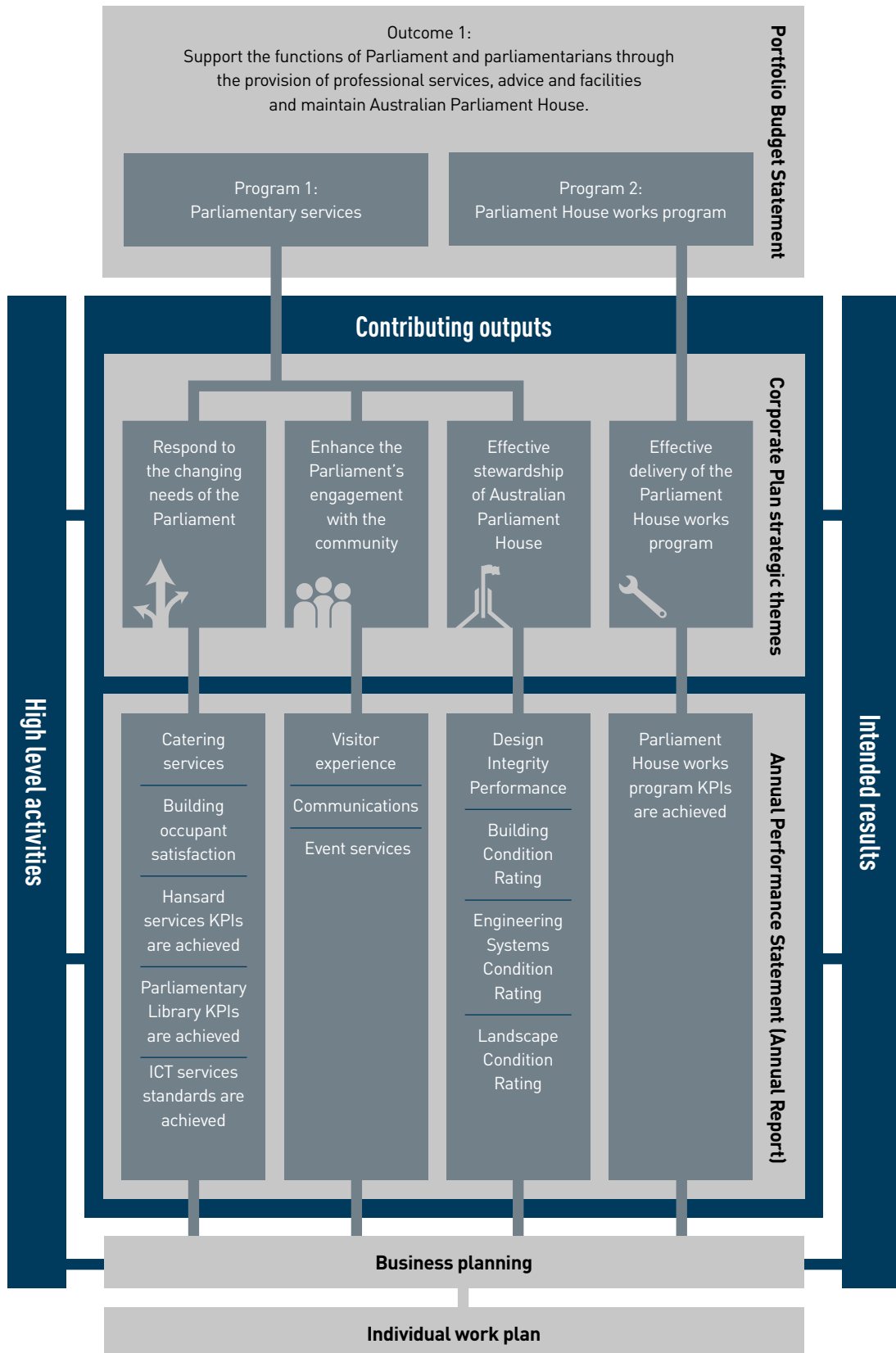
Our Corporate Plan is reviewed at the beginning of each annual reporting cycle and outlines our purpose, how we will measure our performance and what elements (environment, capability and risk) will play a role in how successful we are and what impact we expect to have. To ensure the Corporate Plan is our primary planning document, we integrate key elements of it into our business planning and individual work plan processes.

The Portfolio Budget Statements (PBS) set out our annual appropriations (funding) and how we will measure the impact of the expenditure against our purpose.

Our Annual Performance Statements are included as a section in our Annual Report, which is developed at the end of the reporting cycle. The Annual Performance Statements report on our actual performance for the previous financial year against the targets contained in our Corporate Plan and PBS, and provide analysis of the extent to which we have succeeded in achieving our purpose—including what was achieved, to what standard, and what was the impact of our achievements.

FIGURE 3: DPS Planning Framework

Outcome 1:
Support the functions of Parliament and parliamentarians through the provision of professional services, advice and facilities and maintain Australian Parliament House.

Portfolio Budget Statement

Program 1:
Parliamentary services

Program 2:
Parliament House works program

Contributing outputs

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

Corporate Plan strategic themes

High level activities

Intended results

Catering services

Building occupant satisfaction

Hansard services KPIs are achieved

Parliamentary Library KPIs are achieved

ICT services standards are achieved

Visitor experience

Communications

Event services

Design Integrity Performance

Building Condition Rating

Engineering Systems Condition Rating

Landscape Condition Rating

Parliament House works program KPIs are achieved

Annual Performance Statement (Annual Report)

Business planning

Individual work plan

OUR ENVIRONMENT

The COVID-19 impact on Australia has highlighted the importance of ensuring the work of the Parliament can continue when faced with major disruption. DPS plays an integral role in supporting parliamentarians and their offices to work effectively in remote locations. The COVID-19 impact is a business disruption like no other experienced before; it has heightened the complex and diverse environment in which we operate to support both the functions of the Australian Parliament and the operations of Parliament House.

While the building is usually used by more than one million people each year, including visitors and those with business at Parliament House, it had to be closed to the public on 25 March 2020 to ensure we could safely manage the risks to the work of the Australian Parliament and the approximately 2,000 people that support parliamentary operations. The reopening of Parliament House to the general public on 4 July 2020 was planned and managed in a cautious and careful manner consistent with COVIDSafe operating requirements.

In normal times on average over 2,000 visitors come to Parliament House each day and approximately 3,500 people work in the building on a sitting day. Throughout the pandemic we have continued to support the functions of the Australian Parliament and the work of parliamentarians while keeping the building safe, secure and accessible consistent with physical distancing requirements while managing the challenges to our own working environment.

It is more important now than ever before for DPS to work collaboratively with the Presiding Officers and the other parliamentary departments that comprise the Australian Parliamentary Service to support the Australian Parliament, independently of the Executive Government of the Commonwealth.

We follow the guiding objectives of the Strategic Framework for The Parliamentary Service, which are:

- provide services and support to enable the Houses and their committees to function effectively

- ensure parliamentarians are supported in their work and we are responsive to future needs

- enhance engagement in the work of the Parliament

- build and maintain international and regional relationships, and

- ensure Australian Parliament House operates as a safe and accessible workplace and national institution.

We also work respectfully in partnership with the moral rights administrators for the architectural design of Australian Parliament House where works may impact on the design integrity of the building and its landscape.

Our environment is influenced by a number of different challenges. These challenges are distilled into three categories based on our level of control.

1. Challenges in full control of DPS

- our accountability to the Presiding Officers, to the Australian Parliament and the Australian community.

2. Challenges in partial control of DPS

- our relationships with the other Australian Parliamentary Service departments and other key stakeholders

- maintenance of the building for its occupants and visitors to Parliament House (taking into account COVID-19 related requirements)

- accessibility to Parliament House, including the safety and security, for building occupants and visitors (taking into account COVID-19 related requirements)

- client expectations, and

- changes in technology.

3. Challenges beyond the control of DPS

- global COVID-19 pandemic and consequent restrictions

- the parliamentary calendar

- accommodation capacity in Parliament House to meet changing needs and physical distancing requirements

- the changing security environment, and

- the geographical position of Parliament House and the Parliamentary precincts in relation to the Canberra region.

Activities that will help us influence and respond to our environment are outlined by strategic theme in the Outcomes, Activities and Results pages of this Corporate Plan.

Our challenges impact the way we plan and deliver on our services. To meet these challenges and achieve our purpose we will continue to strengthen our relationships with key stakeholders on common interests and shared risks.
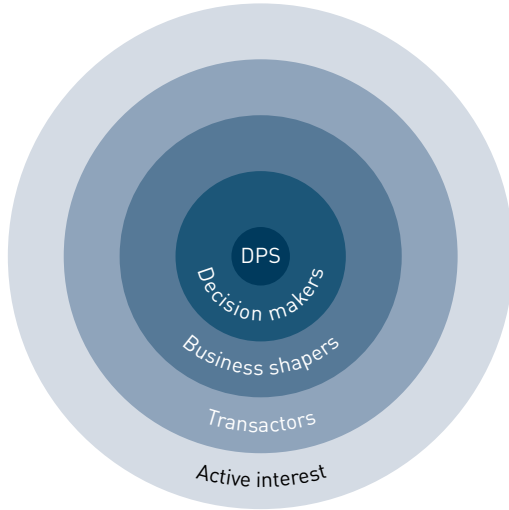
OUR RELATIONSHIPS

Our relationships are pivotal to achieving our purpose. We work collaboratively with the Australian Parliamentary Service departments, a range of customers and stakeholders to ensure that we continue to be able to meet their needs.

Our relationships are as diverse as the services we provide and are shaped by our operating context.

The people, bodies and agencies with which we collaborate have varying degrees of influence and interest in our work—as illustrated by the circles of influence pictured below in Figure 4.

FIGURE 4: Circles of influence

FIGURE 5: Our relationships

Relationship	Activity
Presiding Officers	Security Management Board
	Art Advisory Committee
	Historic Memorials Committee
Australian Parliamentary Service Departments	Department Heads Meeting
	Parliamentary Administration Advisory Group
	Reconciliation Action Plan Champions Group
	Joint Management Committee
	Parliamentary Education Office
	Strategic ICT Group
Parliamentarians	Joint Standing Committee on the Parliamentary Library
	Parliamentary Information and Communication Technology Advisory Board
Australian public	Visit Parliament House
Department of Finance	Electorate Office IT
	Communities of Practice
Regulators	Financial Statements audit
	Safety auditing
	Comcover Benchmarking Survey
Vendors	Construction Industry Brief on APP
	Contractual service providers
Events ACT	Coordinating a closer relationship, to partner in future events, on top of the existing Enlighten events.
Australian Building and Construction Commission	Managing compliance of construction contractors
Australian Federal Police	Joint Management Group
	Incident and Planning Response Committee
	Weekly Meeting
Australian Signals Directorate	Annual Cyber Maturity Assessment, ongoing consultation on cyber security
Australian Security Intelligence Organisation	Collaboration on national security matters
Digital Transformation Agency	Large scale procurements, digital service standards, collaboration on best practice across federal agencies

Frequency	2020–21 Quarter				Common interest/ shared risks
	1	2	3	4	
Bimonthly	●	●	●	●	Provide specialist security advice and support to the Presiding Officers
Biannually		●	●		Management of the Parliament House Art Collection
As required	●	●	●	●	Commissions portraits of the holders of certain parliamentary, judicial and vice-regal offices and certain commemorative paintings for inclusion in the Historic Memorials Collection.
Quarterly (formal) monthly (informal)	●	●	●	●	Coordination between parliamentary departments
Quarterly	●	●	●	●	Common interpretation, understanding, and application of legislation, policy and process
Ongoing	●	●	●	●	Development and implementation of the 2019–22 Reconciliation Action Plan
Quarterly	●	●	●	●	Provision of ICT services
Ongoing	●	●	●	●	Coordination of school tours
Quarterly	●	●	●	●	
Quarterly	●	●	●	●	Provide advice to the Presiding Officers on the Parliamentary Library
Quarterly	●	●	●	●	Provide guidance in the development and delivery of the Australian Parliament Digital Strategy
Ongoing	●	●	●	●	Symbol of Australian democracy and access to parliamentary processes
Ongoing	●	●	●	●	Management of parliamentarians entitlements appropriation
As required	●	●	●	●	Ongoing management and compliance with planning, performance, insurance, risk, business continuity and audit
Annually	●				Management of activity or process
Triennially/ Biennially		●		●	
Annually				●	
Annually	●				In conjunction with CFO. Include consulting opportunities on projects under development
As required	●	●	●	●	Performance discussions held periodically this includes Licensees (Retail)
Quarterly	●	●	●	●	Enhance existing relationships, and program them into regular scheduled meetings/engagements
Ongoing					Includes report on projects >$5m
Weekly	●	●	●	●	Management of operational security matters within APH precincts.
Bimonthly	●	●	●	●	Management of security and emergency incident planning and response operations
Weekly	●	●	●	●	Weekly briefing of operational matters relating to Joint Security Model.
Ongoing	●	●	●	●	Cyber security, integrity and cyber resilience of public sector ICT networks and data
Ongoing	●	●	●	●	National Security related to the parliament and APH
Ongoing	●	●	●	●	Effective delivery of digital services across the public sector, value for money and quality of services

Relationship	Activity
Other parliaments (states and territories)	Annual ANZPIT meeting main event. Some collaboration occurs through collaboration activities throughout the year
Other parliaments	Cyber awareness, collaboration and intelligence threat sharing
Other Australian and New Zealand parliamentary libraries	Annual APLA meeting. Information and knowledge sharing
International parliamentary libraries and research services	Biennial Association of Parliamentary Librarians of Asia and the Pacific meeting. Information and knowledge sharing; annual meetings (and intersessional work) of the Library and Research Services for Parliaments section of the International Federation of Library Associations and Institutions
National Captital Authority	Coordination of land planning matters
ACT Environment, Planning & Sustainable Development Directorate	Coordination of land planning matters
Department of Defence	Whole of Government Electricity Procurement
Australian Government Security Vetting Agency	Security Clearance
Department of Home Affairs	Australian Criminal Intelligence Commission
Federal Parliamentary Press Gallery	Press Gallery committee
Independent Parliamentary Expenses Authority	Parliamentary Business Resources Regulation

Frequency	2020–21 Quarter				Common interest/ shared risks
	1	2	3	4	
Ongoing, but main event ANZPIT meeting Q4				●	Delivery of quality ICT, Hansard and broadcasting services for parliaments
Quarterly virtual meetings and face to face summit every two years. Cyber Flag held annually	●	●	●	●	Improved cyber threat resilience and sharing of best practice in cyber security
Ongoing and as required	●	●	●	●	Delivering library and research services to parliament
Ongoing and as required	●	●	●	●	Delivering library and research services to parliament
Ongoing	●	●	●	●	Land planning matters
Ongoing	●	●	●	●	Includes public transport and car parking matters
As required					Engagement to be refreshed 12 months prior to each electricity contract expiring
Ongoing	●	●	●	●	Issuing and maintenance of security clearances for employees and contractors
Ongoing	●	●	●	●	National Police History Checks for all new employees and contractors
Ongoing	●	●	●	●	Enhance existing relationships, and program them into regular scheduled meetings/engagements
Quarterly	●	●	●	●	Delivery of services to parliamentarians using ICT infrastructure

OUR CAPABILITIES

Strengthening organisational capability continues to be a key priority for DPS as we continue to embed a culture of innovation, unified and client-focused services across all areas of the department. Having considered the impact of COVID-19 and future preparedness, the Secretary's focus for 2020–21 will be:

- building workforce capability

- fostering innovation and

- enhancing digital capability.

Our operating context is changing and we continue to experience the effects of complexity and diversity and the requirement to successfully manage their impact upon the functions of the Australian Parliament and the operations of Parliament House. This will need to be achieved in an environment of increasing stakeholder expectation and heightened scrutiny while emerging digital technologies will drive significant shifts in cyber security risk. Understanding and developing our core organisational capability needs will enable DPS to adapt to the challenges of change while maintaining service excellence.

Building workforce capability

DPS is distinguished by the wide range of professions and trades that are required in the service of the Parliament and to ensure effective stewardship of one of our nation's most iconic buildings. DPS has a highly capable and diverse workforce. This requires a strategic approach to monitoring changes to capability, workforce demand and internal and external sources of supply. Workforce strategies will be prioritised relative to organisational need and workforce risks.

To support this strategic approach, the department will use the 'DPS Core Capability Framework—creating a culture of service excellence and innovation'. 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 in fields and disciplines such as, research and collection management, art conservation, facilities management, audio engineering, hospitality, information technology, human resources, horticulture, accounting, security and customer service.

Building the required core capabilities for all DPS staff is central to achieving high levels of performance, service excellence, a positive workplace culture and preparing our staff for change, innovation and uncertainty. In 2020–21 DPS will embed this framework into job design, recruitment, performance management and career development.

Use of the framework to conduct capability analysis indicates the department has a number of existing strengths that can be leveraged and further embedded to help meet the challenges of the future. These strengths are:

- adherence to the Parliamentary Service Values
- managing ambiguity
- ability to deliver results
- culture of inclusion, and
- focus on accountability.

Given the likely continuation of complexity in our operating context, work is underway or planned to develop and further grow DPS capabilities to:

- build digital capability
- communicate clearly
- influence and negotiate
- use judgement, and
- innovate.

DPS needs to be competitive across a range of unique labour markets and continually elevate the awareness of the positive career benefits that flow from making a contribution to parliamentary service. We will continue to strengthen our recognition and retention strategies. We will also continue to focus on attracting, identifying and developing staff in early phases of their careers. To achieve this, the department will continue to commit to the:

- APS Graduate Development Program
- DPS Apprenticeship Program
- Indigenous Apprenticeship Program, and
- Indigenous Australian Government Development Program.

We are committed to developing our people and digital capability over the life of this plan. We will ensure our organisational sustainability by having the right number of people with the right attitude and who can respond flexibly to our changing environment and priorities. In turn, this will ensure we have the ability to balance our stewardship responsibilities with whatever challenges and uncertainty the future may bring.

FOSTERING INNOVATION

Our capability has been recognised this year with an award at the 2020 Public Sector Innovation Awards for the DPS Cyber Security team. We will continue to embed and expand our organisational innovation capability. Like many organisations, the past year has thrown many challenges our way, some of which have required innovative thinking and flexible plans for the future. We are well placed to respond to the challenges through our developing innovation culture.

We are building a culture in which all employees are empowered and supported to contribute ideas to improve our services and the effectiveness of our work environment. In 2019 we established an Innovation Council to help shape the future of innovation at DPS. The Innovation Council has a key role in developing, implementing and promoting our innovation agenda through events and activities.

Our focus is on three central themes:

- creating an innovation culture
- improving processes to streamline day to day work, and
- leveraging technology to address future challenges.

The Innovation Council is represented by staff from across all areas of DPS and is tasked with finding opportunities for business improvements and removing identified innovation barriers to help achieve efficiencies and create a high standard of service delivery for our clients and stakeholders.

In 2020, the Innovation Council launched the DPS Ideas Challenge inviting all staff to submit ideas on how we can find better ways of working. Successful initiatives will receive organisational support for development and implementation. In 2020 the Innovation Council also launched our innovation branding.

The Innovation Council, the Ideas Challenge and the new brand will spearhead our innovation agenda into the future.

DIGITAL CAPABILITY

We will continue to implement the Australian Parliament Digital Strategy 2019–22 (the Digital Strategy). The Digital Strategy is shaped by four strategic themes:

- manage information as a strategic asset

- innovative digital content delivery and publishing

- anywhere, anytime, anyhow, and

- shaping how we work together.

The Digital Strategy is underpinned by a series of roadmaps that provide a forward outlook for investment in technology. The roadmaps align to an organisational structure that is built on contemporary principles of digital products, agile and lean methodologies that foster greater interaction between technical staff and business representatives to respond to the Parliament's changing needs.

The experience of COVID-19 physical distancing restrictions accelerated the Digital Strategy strategic theme of anywhere, anytime, anyhow. In order to strengthen the business continuity of the Parliament in 2020–21, we will continue to transition to secure cloud platforms for business systems and expand our capability to support remote working, web-based video conferencing and virtual participation in parliamentary work.

Our Cyber Security Operations Centre will further develop its security depth in 2020–21 in response to an ever increasing and changing cyber security landscape, including threat intelligence capability to predict, mitigate and respond to cyber threats.

Our capital works plan will respond to the changing needs of the Parliament and ensure the effective stewardship of Parliament House. The capital planning process covers the forward estimates, focuses on the life cycle of assets and is prioritised consistently with our purpose and strategic themes. We will continue to move towards value for money 'as a service' based solutions. This will challenge our traditional capital funding model as expenditure shifts to our operational budget.

OUR RISK OVERSIGHT AND MANAGEMENT

We operate in a demanding and dynamic environment. To support our diverse functions we must be one of the Commonwealth's best managers of risk.

There is a high degree of public and political interest and scrutiny in what we do. We have to identify, mitigate and manage a vast array of operational, commercial, compliance and other risks. The Parliament expects DPS to be able to monitor, manage and mitigate a high level of risk. In many of our functions there is a low tolerance for risk.

We are committed to embedding risk management as part of the culture on the basis that shared understanding of risk leads to better decision making rather than an aversion to all risk. The DPS Risk Management Framework is a set of policies, processes and structures that assist staff to successfully identify and engage with risks on a daily basis.

The framework complies with the Commonwealth Risk Management Policy, which supports the requirements of section 16 of the PGPA Act and includes the 11 principles set out in the AS/NZS ISO 31000:2018 to manage risk effectively.
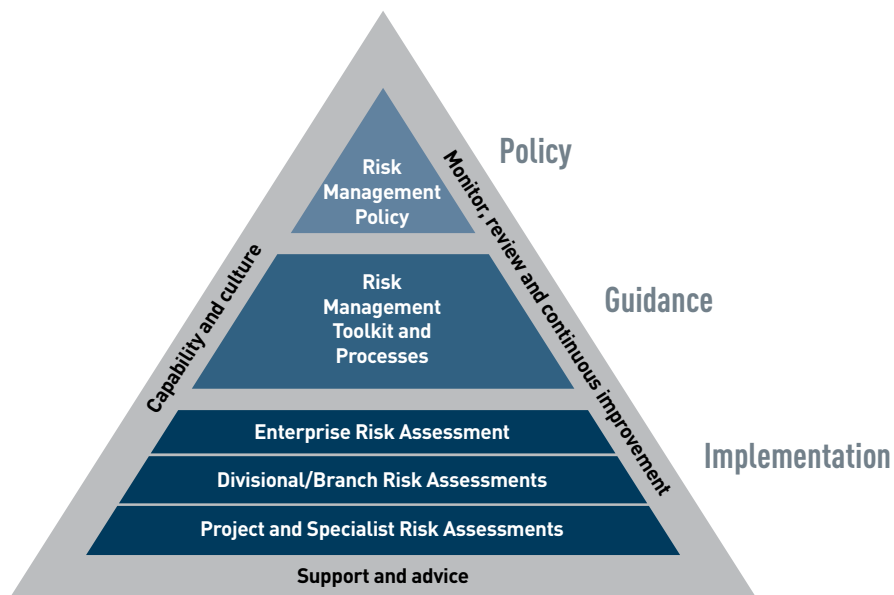
FIGURE 6: DPS Risk Management Framework

FIGURE 7: DPS strategic risks

Our strategic risks	
Delivering our services	DPS fails to maintain and support the functioning of Parliament
Maintaining and enhancing our capability	DPS fails to develop and maintain the necessary capability to deliver efficient and effective services to the Parliament
Information management	DPS does not have access to, or fails to maintain accurate complete and timely information
Collaboration	DPS fails to effectively collaborate and communicate
Works program	DPS fails to effectively deliver the Parliament House program of capital works
Security	Protective security, including cyber security, is compromised
Safety and accessibility	DPS fails to maintain a safe environment for building occupants and visitors
Design integrity	DPS fails to put in place adequate systems and resources to ensure that the design integrity of the building and landscape is maintained

Strategic risks

Our strategic risks articulate the key risks we face that could impact on our ability to achieve our purpose, high level activities and intended outcomes. The strategic risks are identified and managed by our Senior Executive Staff, with ownership of the risks at the Executive Committee level.

The descriptions of the strategic risks facilitate the identification of the principal causes of each risk and the principal controls which are currently in place to mitigate the risks.

We are committed to ensuring risk management concepts, policies and practices are embedded in our day to day work. We have developed a Risk Appetite Statement, Risk Management Policy and Framework, and associated risk templates and reference documents to help inform staff of their risk management obligations and to provide practical guidance to documenting risks appropriately. Elements that contribute to the development of a positive risk culture to help us achieve our purpose are:

- the DPS Executive Committee support and drive the adoption of the risk management framework

- managers promote and implement the risk management framework

- the benefits of risk management are well communicated

- analysis and innovation in the management of risk is encouraged in order to understand the benefits and risks of new activities, and

- risk management is integrated with other key processes and systems, including procurement, business planning and performance management.

Risk management underpins our strategic planning and business planning decision-making processes.

Risk appetite

The DPS Risk Appetite Statement is an integral element of the DPS Risk Management Framework, defining how much risk we are willing to accept in achieving our strategic outcomes. It assists us to make informed decisions in developing new services, improve efficiency and reduce delays in decision making. It enables our staff to better identify opportunities for further risk taking or identify areas where unacceptable risks are present.

Our assurance activities, such as internal and external audits and management assurance activities, are a critical element of assessing progress in developing a positive risk culture. As an independent function, the DPS Audit Committee provides assurance to the Secretary on the effectiveness and efficiency of our risk management framework and identification of risks and advises whether the internal audit plan is 'risk informed'.

We have a supportive work environment where learning from experience is valued, lessons are shared and improvements are built into management practices. We will undertake a number of activities to regularly monitor, review and improve risk management.

FIGURE 8: Risk management calendar

Activity	Frequency	2020–21 Quarter				Reporting to	Relevant framework
		1	2	3	4		
Review Business Continuity Management Policy and Framework	Biennially			●		Executive Committee, Audit Committee	Business Continuity Management Policy and Framework
Review of Risk Management Policy and Framework	Biennially		●			Executive Committee, Audit Committee	Risk Management Policy and Framework
Branch Plan development—risk assessment	Annually			●		Secretary	
Branch Plan—risk assessment review	Biannually	●		●		Secretary, Executive Committee	
Face-to-face risk management training	As required					Executive Committee	
Project risk assessment	As required					Executive Committee	
Fraud risk review	Annually				●	Executive Committee/Audit Committee	
Strategic risk review	Annually	●				Executive Committee, Audit Committee	
Strategic risk reporting	Quarterly	●	●	●	●	Executive Committee, Audit Committee	
Fraud risk reporting	Biannually				●	Executive Committee, Audit Committee	DPS Fraud and Corruption Control Framework
Fraud training	As required					Executive Committee, Audit Committee	
Review Fraud Control Framework and Fraud Control Plan	Triennially			●		Executive Committee, Audit Committee	
Fraud risk assessment	As required					Executive Committee, Audit Committee	
Annual AIC Fraud Survey Questionnaire	Annually	●				Australian Institute of Criminology, Executive Committee, Audit Committee	Commonwealth Fraud Policy, DPS Fraud and Corruption Control Framework

Activity	Frequency	2020–21 Quarter				Reporting to	Relevant framework
		1	2	3	4		
Review of Continuity of Parliament Plan	As required					Security Management Board	Business Continuity Management Policy and Framework
Review Crisis Communications Framework	Annually			●		Executive Committee, Audit Committee	
Review of the Strategic Executive Response Plan	Annually				●	Executive Committee, Audit Committee	
Review of the Tactical Executive Response Plan	Annually				●	Executive Committee, Audit Committee	
Business Recovery Procedures— reviewed and exercised on a rolling basis	As required					Branch Heads	
Audit Committee	Quarterly	●	●	●	●	Secretary	Governance, PGPA Act 2013
Risk and Business Continuity Management Forum	Quarterly	●	●	●	●	Executive Committee, Audit Committee	Governance
SafetyMAP Certification audit	Triennially			●		Executive Committee, Audit Committee	WHS Framework
SafetyMAP Surveillance audit	Biennially					Executive Committee, Audit Committee	
Review of legislative compliance within DPS	Annually	●				Executive Committee, Audit Committee	PGPA Act 2013
Review results of PGPA compliance	Annually				●	Executive Committee, Audit Committee	
Comcover benchmarking survey	Biennially		●			Comcover	

OUR PERFORMANCE

Our Performance Strategy Map (Figure 9, page 24) is used across DPS to plan, monitor, evaluate and report on the impact of our performance in achieving our purpose. This strengthens our accountability both internally and externally, ensuring we remain focused on our core business and helps us to improve our:

- performance information
- performance forecast
- analysis of our performance, and
- accountability to the Parliament and public.

The Performance Strategy Map aligns our Performance Information to our Strategic Themes. The outcome and program objectives in the Portfolio Budget Statement (PBS) also map to Strategic Themes allowing for easy comparison.

We continue to review the relevance, value and appropriateness of our performance criteria to improve and mature how we report against our purpose. As a result we amended a number of performance criteria and performance measures for 2020–21.

Assurance mechanisms currently include an annual sign-off by senior executive staff responsible for Performance Measures, regular reporting to the Executive Committee and review by our DPS Audit Committee.

FIGURE 9: Performance Strategy Map

Strategic Theme	Performance Criteria	Performance criteria and service
	Catering and events services	1. Satisfaction with food service quality
		2. Satisfaction with functions and events management
	Hansard & broadcasting services	3. Proof Hansard reports delivered within agreed timeframes when parliament sits its regular scheduled hours
		4. Proof Hansard reports delivered within agreed accuracy parameters
		5. Broadcasting systems availability
	Parliamentary Library services	6. Services delivered within agreed timeframes
		7. Satisfaction with service quality and responsiveness
	ICT services	8. Satisfaction with service quality (responsiveness and resolution)
		9. Calls resolved at first contact
		10. System availability (core parliamentary systems)
		11. Projects delivered according to planned program milestones (e.g. design, tender, contract, completion)
		12. Projects delivered within budget against milestones
	Visitor engagement	13. Satisfaction with customer service experience (security, concierge and guides)
		14. Satisfaction with APH experience overall (exhibits, facilities, tours and programs)
	Precinct services	15. Satisfaction with facilities availability and building condition (maintenance and appearance)
		16. Satisfaction with landscape condition and appearance
		17. Satisfaction with service responsiveness (e.g. effective resolution of helpdesk calls)
	Design integrity	18. Effective functioning of design integrity process
		19. Effectiveness of design integrity consultation
	Precinct services	20. Projects delivered according to planned program milestones (e.g. design, tender, contract, completion)
		21. Projects delivered within budget against milestones

Target	Source	Level of measurement	Performance Criteria objectives (long, medium, short)	Internal reporting timeframes
85%	Occupant satisfaction survey	Percentage	Short/Medium/Long	Annually
85%	Direct client survey	Percentage	Short/Medium/Long	Six-monthly
85%	Self-reporting	Percentage	Short/Medium/Long	Monthly
85%	Self-reporting	Percentage	Short/Medium/Long	Monthly
90%	System statistics	Percentage	Short/Medium/Long	Monthly
85%	Self-reporting	Percentage	Short/Medium/Long	Monthly
90%	Library survey	Percentage	Short/Medium/Long	Every new Parliament
85%	Occupant satisfaction survey	Percentage	Short/Medium/Long	Annually
75%	System statistics	Percentage	Short/Medium/Long	Monthly
90%	System statistics	Percentage	Short/Medium/Long	Monthly
85%	Self-reporting	Percentage	Short/Medium/Long	Monthly
85%	Self-reporting	Percentage	Short/Medium/Long	Monthly
85%	Sample field surveys & feedback cards	Percentage	Short/Medium/Long	Monthly
85%	Sample field surveys & feedback cards	Percentage	Short/Medium/Long	Monthly
85%	Occupant satisfaction survey	Percentage	Short/Medium/Long	Quarterly
85%	Occupant satisfaction survey	Percentage	Short/Medium/Long	Annually
85%	Occupant satisfaction survey	Percentage	Short/Medium/Long	Annually
Effective/ ineffective	Survey of moral rights administrators	Qualitative	Short/Medium/Long	Quarterly
Effective/ ineffective	Survey of moral rights administrators	Qualitative	Short/Medium/Long	Annually
85%	Self-reporting	Percentage	Short/Medium	Quarterly
85%	Self-reporting	Percentage	Short/Medium	Quarterly

OUTCOMES, ACTIVITIES AND RESULTS

The Outcomes, Activities and Results section integrates the individual sections of the Corporate Plan under four Strategic Themes.

Under each Strategic Theme the relevant high-level activities, contributing outputs and intended results are listed to show what actions DPS will take to achieve our purpose. The performance criteria outline how our success will be measured and understood. The specific environmental challenges for each Strategic Theme highlight the influencing factors that impact our ability to succeed and achieve our purpose.

OUTCOMES, ACTIVITIES AND RESULTS
Respond to the changing needs of the Parliament

HIGH LEVEL ACTIVITIES

- 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, and
- Continue to build the Parliamentary Library's reputation for high quality and consistent information, analysis and advice.

CONTRIBUTING OUTPUTS

Activity	KPI reference (figure 9, p. 24)	Responsible division	2020–21				2021–22				2022–23				2023–24			
			Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun
Catering and events services	1,2	Corporate Services Division																
Hansard and broadcasting services	3,4,5	Information Services Division																
Parliamentary Library services	6,7	Parliamentary Library																
ICT services	8-12	Information Services Division																

INTENDED RESULTS

- Implement efficient and effective infrastructure, systems and services to respond to the changing needs of the Parliament and our parliamentarians
- Explore, develop and implement innovative technology and systems for the delivery of timely and secure information and services to the Parliament, and
- Retain the Parliamentary Library's position as our clients' preferred and trusted source of high-quality information, analysis and advice.

PERFORMANCE

Performance criteria	Key Performance Indicators	Target	2020–21	2021–22	2022–23	2023–24
Catering and events services	1. Satisfaction with food service quality	85%	✔	✔	✔	✔
	2. Satisfaction with functions and events management	85%	✔	✔	✔	✔
Hansard and broadcasting services	3. Proof Hansard reports delivered within agreed timeframes when parliament sits its regular scheduled hours	85%	✔	✔	✔	✔
	4. Proof Hansard reports delivered within agreed accuracy parameters	85%	✔	✔	✔	✔
	5. Broadcasting systems availability	90%	✔	✔	✔	✔
Parliamentary Library services	6. Services delivered within agreed timeframes	85%	✔	✔	✔	✔
	7. Satisfaction with service quality and responsiveness	95%	✔	✔	✔	✔
ICT Services	8. Satisfaction with service quality (responsiveness and resolution)	85%	✔	✔	✔	✔
	9. Calls resolved at first contact	75%	✔	✔	✔	✔
	10. System availability (core parliamentary systems)	90%	✔	✔	✔	✔
	11. Projects delivered according to planned program milestones (e.g. Design, tender, contract, completion)	85%	✔	✔	✔	✔
	12. Projects delivered within budget against milestones	85%	✔	✔	✔	✔

KEY ENVIRONMENTAL CHALLENGES

Environmental challenges	Activity	Time frames
Challenges in full control of DPS		
Our accountability to the Parliament and the public	Senate Estimates committees Joint Standing Committee on the Parliamentary Library	3 times a year 4 times a year
Our relationships with other key stakeholders	Various governance committees	In accordance with the terms of reference
Challenges in partial control of DPS		
Our relationships with the other parliamentary departments	Department Head meetings	Quarterly
	Parliamentary Administration Advisory Group	Quarterly
Client expectations	Various governance committees	In accordance with the terms of reference
	Feedback mechanisms (i.e. Building Occupant Satisfaction Survey)	Annually
Opportunities and challenges presented by changes in technology	Australian Parliament Digital Strategy 2019–22	Reviewed every 3 years
	Roadmaps supporting the Digital Strategy	Annually
	Parliamentary ICT Advisory Board	Quarterly
Challenges beyond the control of DPS		
Global pandemic and consequent restrictions	COVID-19 Taskforce managing changing needs within legal requirements	At least monthly
The parliamentary calendar	Our activities are scheduled around sitting and non-sitting periods	Ongoing
Increasing population in Parliament House and the geographical limitations of Parliament House and the precinct	Implementation of the APH Accommodation Strategy and Precinct Masterplan	Ongoing

OUTCOMES, ACTIVITIES AND RESULTS
Enhance the Parliament's engagement with the community

HIGH LEVEL ACTIVITIES

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

CONTRIBUTING OUTPUTS

Activity	KPI reference (figure 9, p. 24)	Responsible division	2020–21				2021–22				2022–23				2023–24			
			Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun
Visitor engagement	13, 14	Corporate Services Division																

INTENDED RESULTS

- Enhanced visitor experience and community engagement with the work of Parliament including the use of social media and emerging technologies
- Enhanced electronic access to parliamentary information for the community to engage easily with the parliamentary process.

PERFORMANCE

Performance criteria	Key Performance Indicators	Target	2020–21	2021–22	2022–23	2023–24
Visitor engagement	13. Satisfaction with customer service experience (security, concierge and guides)	85%	✓	✓	✓	✓
	14. Satisfaction with APH experience overall (exhibits, facilities, tours and programs)	85%	✓	✓	✓	✓

KEY ENVIRONMENTAL CHALLENGES

Environmental challenges	Activity	Time frames
Challenges in partial control of DPS		
Our relationships with the other parliamentary departments	Department Head meetings	Quarterly
	Parliamentary Administration Advisory Group	Quarterly
Client expectations	Various governance committees	In accordance with the terms of reference
Accessibility to Parliament House for building occupants and visitors	Capital Works Plan	Ongoing
	Visitor experience activities	Ongoing
	COVID-19 Taskforce	Ongoing
Opportunities and challenges presented by changes in technology	Australian Parliament Digital Strategy 2019–22	Reviewed every 3 years
	Roadmaps supporting the Digital Strategy	Annually
	Parliamentary ICT Advisory Board	Quarterly
Challenges beyond the control of DPS		
The parliamentary calendar	Our activities are scheduled around sitting and non-sitting periods	Ongoing
International and interstate visitors to Canberra	Various visitor experience activities and communications	Ongoing

OUTCOMES, ACTIVITIES AND RESULTS
Effective stewardship of Australian Parliament House

HIGH LEVEL ACTIVITIES

- Effectively manage the assets of Parliament House
- Embed the Management of 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, and
- Provide a safe and accessible environment for building occupants and visitors.

CONTRIBUTING OUTPUTS

Activity	KPI reference (figure 9, p. 24)	Responsible division	2020–21				2021–22				2022–23				2023–24			
			Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun
Precinct services	15, 16, 17	Finance and Property Division																
Design integrity	18, 19	Design Integrity & special Collections Unit																

INTENDED RESULTS

- Ensure adaptations of the building's uses are strategic, appropriate and reference design integrity policies and the Central Reference Document
- Ensure a secure environment while maintaining public accessibility
- Effectively manage all assets within Parliament House including collections, and
- Maintain Parliament House and the precinct as befits its status as an iconic building and location of national significance.

PERFORMANCE

Performance criteria	Key Performance Indicators	Target	2020–21	2021–22	2022–23	2023–24
Precinct services	15. Satisfaction with facilities availability and building condition (maintenance and appearance)	85%	✓	✓	✓	✓
	16. Satisfaction with landscape condition and appearance	85%	✓	✓	✓	✓
	17. Satisfaction with service responsiveness (e.g. effective resolution of helpdesk calls)	85%	✓	✓	✓	✓
Design integrity	18. Effective functioning of design integrity process	Effective/ ineffective	✓	✓	✓	✓
	19. Effectiveness of design integrity consultation	Effective/ ineffective	✓	✓	✓	✓

KEY ENVIRONMENTAL CHALLENGES

Environmental challenges	Activity	Time frames
Challenges in full control of DPS		
Our accountability to the Parliament and the public	Senate Estimates committees	3 times a year
Challenges in partial control of DPS		
Our relationships with the other parliamentary departments	Department Head meetings	Quarterly
	Parliamentary Administration Advisory Group	Quarterly
Our relationships with other key stakeholders	Various governance committees	In accordance with the terms of reference
Challenges in partial control of DPS		
Our relationships with the other parliamentary departments	Department Head meetings	Quarterly
	Parliamentary Administration Advisory Group	Quarterly
Maintenance and safety of the building for the building occupants and visitors to Parliament House	Capital Works Plan	Ongoing
	Design Integrity and Special Collections Unit coordination	Ongoing
Accessibility to Parliament House including the safety and security of all Parliament House occupants and visitors	Security Management Board	In accordance with the meeting schedule (every 6–8 weeks)
	COVID-19 Taskforce	Monthly
	Visitor experience activities	Ongoing
Challenges beyond the control of DPS		
The parliamentary calendar	Our activities are scheduled around sitting and non-sitting periods	Ongoing
Increasing population in Parliament House	Capital Works Plan	Ongoing
Changing security environment	Security Management Board	In accordance with the meeting schedule (every 6–8 weeks)

OUTCOMES, ACTIVITIES AND RESULTS

Effective delivery of the Parliament House Works program

HIGH LEVEL ACTIVITIES

- Effectively manage the Parliament House Capital Works Plan

CONTRIBUTING OUTPUTS

Activity	KPI reference (figure 9, p. 24)	Responsible division	2020–21				2021–22				2022–23				2023–24			
			Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun
Precinct services	20, 21	Finance and Property Division																

INTENDED RESULTS

- Capital works activity functions effectively to deliver a safe and accessible workplace

PERFORMANCE

Performance criteria	Key Performance Indicators	Target	2020–21	2021–22	2022–23	2023–24
Precinct services	20. Projects delivered according to planned program milestones (e.g. Design, tender, contract, completion)	85%	✓	✓	✓	✓
	21. Projects delivered within budget against milestones	85%	✓	✓	✓	✓

KEY ENVIRONMENTAL CHALLENGES

Environmental challenges	Activity	Time frames
Challenges in full control of DPS		
Our accountability to the Parliament and the public	Senate Estimates committees	3 times a year
Our relationships with other key stakeholders	Various governance committees	In accordance with the terms of reference
Challenges in partial control of DPS		
Our relationships with the other parliamentary departments	Department Head meetings	Quarterly
	Parliamentary Administration Advisory Group	Quarterly
Maintenance and security of the building for the building occupants and visitors to Parliament House	Capital Works Plan	Ongoing
	Security Management Board	In accordance with the meeting schedule (every 6–8 weeks)
Client expectations	Various governance committees	In accordance with the terms of reference
Challenges beyond the control of DPS		
The parliamentary calendar	Our activities are scheduled around sitting and non-sitting periods	Ongoing
Changing security environment	Security Management Board	In accordance with the meeting schedule (every 6–8 weeks)