



Management and accountability

- Corporate governance
- External scrutiny
- Management of people
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- Outlook

Photo: Members and staff of the House of Representatives Standing Committee on Regional Australia during a public hearing for the committee's inquiry into the impact of the Murray–Darling Basin Plan, 21 January 2011.

Corporate governance

The Speaker of the House of Representatives may be questioned by members about the work of the department. The Clerk of the House of Representatives, who is responsible for managing the department, reports to the Speaker.

Key elements of the department's corporate governance framework are outlined below.

Legislation

The department's operations are governed by the *Parliamentary Service Act 1999* and the *Financial Management and Accountability Act 1997*, and are subject to provisions of the *Fair Work Act 2009* and other legislation. Those Acts set out the responsibilities of the Clerk for the management of the department.

Ethical standards

The Parliamentary Service Values and Code of Conduct set out in the *Parliamentary Service Act 1999* provide a framework for the department's ethical conduct. The department actively promotes sound ethical behaviour. All staff new to the department are briefed on what it means to work in a values-based environment and how ethical standards apply to their day-to-day work.

Senior management

Senior management of the department consists of the Executive and managers at the Executive Band 2 level. The Executive comprises the Clerk of the House, the Deputy Clerk and three Senior Executive Service Band 1 staff—the Clerk Assistant (Committees), the Clerk Assistant (Table) and the Serjeant-at-Arms—each of whom has management responsibility for one or two of the department's program components (see Figure 3 on page 10).

During the year, the Executive met eight times to discuss and make decisions on a wide range of departmental management issues. Staff

were informed of the outcomes of each of the meetings through the staff bulletin.

The Executive Band 2 staff also met formally on two occasions to consider and advise on matters referred by the Executive.

Senior Management Coordination Group

The Senior Management Coordination Group coordinates corporate and related matters among the three parliamentary departments. The department is represented by the Serjeant-at-Arms, the Department of Parliamentary Services by its Deputy Secretary, and the Department of the Senate by the Usher of the Black Rod. The position of chair rotates annually among the three members.

The Senior Management Coordination Group met five times in 2010–11. Among the issues considered were:

- ▶ developments in the Australian Public Service and their implications for the Parliamentary Service (including proposed amendments to the Public Service Act and APS enterprise bargaining)
- ▶ information technology and communications governance for the parliamentary computing network
- ▶ information technology and communications projects and issues
- ▶ Parliament House environmental performance
- ▶ provision of potential shared services for the parliamentary departments
- ▶ the Department of Parliamentary Services' services catalogue
- ▶ draft heritage management framework for Parliament House
- ▶ accommodation planning
- ▶ common purchasing arrangements.

Management committees

Audit Committee

The department's Audit Committee comprises the Clerk Assistant (Committees), the Clerk Assistant (Table), the Serjeant-at-Arms and an independent member (Ms Barbara Davis). The committee, chaired by the Clerk Assistant (Table), met four times during the year. Representatives of the Australian National Audit Office and internal audit, and the Chief Financial Officer, attended all meetings.

The department's contracted internal auditor was KPMG. Internal audits and advisory reviews conducted during the year covered the following areas:

- ▶ fraud risk assessment
- ▶ fraud control plan
- ▶ risk management plan
- ▶ business continuity plan review
- ▶ information security policy review
- ▶ Australian Government credit card purchasing practices
- ▶ review of treatment of section 31 revenue.

The internal auditor also undertook fieldwork for an audit of payroll processes. The department collated the views of sponsors and other staff about the results and conduct of internal audits and the feedback was considered by the Audit Committee.

Consistent with the internal audit charter, the internal auditor provided an annual report on internal controls. The overarching observations were that, within the Australian Government context, the department was a relatively low-risk business environment, and that the control environment, particularly in respect of finance, had improved in recent years.

During the year, the committee approved an internal audit plan for the period 1 July 2011 to 30 June 2015. It reviewed the report of the Chief Financial Officer on the certificate of compliance process, and recommended that the Clerk sign the certificate on the basis that the department's compliance processes were satisfactory and that the department

was financially sustainable in the context of the following financial year.

The Audit Committee undertook a self-assessment of performance, using an Australian National Audit Office questionnaire. The results were again satisfactory, with the average score across all items increasing from 4.0 in 2007 to 4.3 (out of 5) in 2011.

As in previous years, staff were informed of the outcomes of Audit Committee meetings through meetings of the Consultative Committee and weekly senior management meetings. The internal auditor also briefed staff on internal audit at a departmental forum in September 2010.

Consultative Committee

The Consultative Committee, which is chaired by the Deputy Clerk, continued to be an important mechanism for communicating and consulting with staff on workplace issues. The committee has:

- ▶ four departmental representatives
- ▶ two elected staff representatives
- ▶ two union-nominated representatives.

New staff representatives were elected in early 2011. Routine matters discussed at the meetings included monitoring of the collective then enterprise agreement, recruitment policy, general employment matters and reports from other committees. The committee met six times during 2010–11. Discussions covered issues relating to the external review of Committee Office staffing (see pages 36–7), the effect on staff in the department of changes in sitting hours and other matters arising from the minority government and agreements for parliamentary reform, and the implementation of the new enterprise agreement.

Planning and evaluation

A large number of staff attended the department's annual planning workshop on 18 May 2011. The Clerk gave his annual address to staff, 'The year ahead', in which he outlined the department's general direction and the challenges and opportunities faced. Staff

participated in syndicate groups covering the following topics:

- ▶ service
- ▶ skills and capabilities
- ▶ relationships and collaboration.

As in previous years, syndicate reports were consolidated and reported to staff, and copies were placed on the department's intranet. Information gathered at the planning day will be drawn upon in the development of the 2011–12 business plan.

Corporate plan

The Corporate Plan 2010–13 was launched in July 2010. Our priorities during the period of the corporate plan seek to build on our capacity to serve our clients, develop our people, sustain our capability, and work collaboratively with each other and other key people and organisations.

Business plan

The department's business plan for 2010–11 was issued in 2010. The format of the document was revised to make it more concise. Through the weekly senior management meeting and the six-monthly reporting meetings, senior managers were able to report that a high level of achievement had been reached against the business plan.

Members' survey

The department receives periodic and ongoing feedback from members to gauge the effectiveness of its service provision.

In May and June 2011, the 2011 members' survey was conducted. This was the ninth annual survey, and followed the same format as in previous years.

The department surveyed a random sample of 30 members, 24 of whom responded (18 participated last year). All participants were asked whether they were satisfied with the advice, services and support they received from the department. The results confirmed that the department provided a high standard of service.

Details of the survey findings are in Appendix 12. Survey results are also discussed in the context of the reports of the various program components.

Accountability mechanisms

The department's main formal external accountability mechanisms are the Portfolio Budget Statements and the annual report, which is prepared pursuant to section 65 of the *Parliamentary Service Act 1999*. The annual report for 2009–10 assessed performance against the targets set in the Portfolio Budget Statements 2009–10 and presented the financial statements of the department.

Copies of the department's annual report and Portfolio Budget Statements were provided to all members and published on the Parliament of Australia website.

Risk management and fraud control

In accordance with the department's risk management policy, the department's risk management plan was reviewed during the year. The policy requires an overall risk assessment process to be undertaken every two years. The department's internal auditor, KPMG, facilitated a workshop with the Executive and Executive Band 2 staff in March 2011. The final risk management plan was endorsed by the Audit Committee in May 2011.

The internal auditor subsequently briefed departmental staff on risk management at a departmental forum in July 2011.

The department's fraud control plan and fraud risk assessment were endorsed by the Audit Committee during the year. The fraud control plan was revised in accordance with the requirements of the Commonwealth Fraud Control Guidelines 2011. Regard was also paid to the guidance in the Australian National Audit Office better practice guide—*Fraud control in Australian Government entities*, March 2011. As required, a fraud policy statement for the department was developed.

As in previous years, new staff were informed of their financial management responsibilities and the department's fraud risk assessment and control plan in the regular induction programs. There were no losses of public money and no instances of fraud identified during the year. There were some losses of property (members' laptops) and write-offs as a result of items not found during stocktake.

Service charters

The department's service charters for members and the community continued to provide the basis for the standards of service that members and the public can expect from the department. The service charter for members was reviewed during the year and a minor revision was made. The updated charter was included in the handbook provided to members at the start of the parliament.

Social inclusion

The department's role is to support the House of Representatives rather than to deliver services directly to the public. Accordingly, the department's activities do not have a direct impact on social inclusion outcomes. However, the department contributes to social inclusion outcomes indirectly through the work of the House of Representatives itself, its members and its committees.

Purchaser–provider arrangements

The department provided payroll services to the Department of Parliamentary Services during the year (see page 55). A service-level agreement and associated fee structure were agreed during the year.

The department does not have any other purchaser–provider arrangements in place for selling services to or buying services from an Australian government agency.

The department receives certain building, information technology and communication services from the Department of Parliamentary Services and audit services from the Australian National Audit Office. These services are accounted for in the department's financial statements as resources received free of charge.

The department also has agreements in place with the Department of the Senate in relation to the provision of interparliamentary services (by this department) and parliamentary education services (by the Department of the Senate). We run parliamentary education seminars on a fee-for-service basis for the public, and we occasionally purchase services from other agencies—for example, occupational health services from Comcare.

External scrutiny

The department's operations are primarily administrative and are therefore not usually subjected to formal external scrutiny.

Judicial and administrative decisions

No judicial decisions or decisions in administrative tribunals during 2010–11 had, or are anticipated to have, a significant effect on the operation of the department.

Reports by the Auditor-General, a parliamentary committee or the Commonwealth Ombudsman

The Australian National Audit Office audited the department's 2009–10 financial statements and provided an unqualified audit report.

During 2010–11, as in previous years, the department contributed to an inquiry by the House Standing Committee on Procedure. The Clerk made one submission to and appeared before the procedure committee this financial year (on the inquiry into procedural changes implemented in the Forty-third Parliament).

The department also supported the Standing Committee on Appropriations and Administration following the committee's establishment on 1 September 2010. The Clerk and other departmental staff provided the committee with information on the department's budget position and attended the committee's meetings to enable the committee to discharge its responsibilities under standing order 222A. The committee presented its first

report, *Budget estimates 2011–12: Department of the House of Representatives*, on 12 May 2011. The report fulfilled the committee's obligation to provide to the Speaker for presentation to the House the amounts for inclusion in the appropriation bills for the department. The committee endorsed the department's proposals to seek additional operational funding in the form of new policy proposals for certain funding. As mentioned on page 11, the department was successful in obtaining additional funding.

No investigations by the Commonwealth Ombudsman in 2010–11 involved the department.

Freedom of information

Although the department is not considered to be a department or agency subject to the *Freedom of Information Act 1982*, it seeks to comply with the intent of the Act in relation to the release of administrative information. No freedom of information requests were received during the year.

We provide information about the department's structure on the Parliament of Australia website and in publications such as the annual report. We also disseminate information on the ways in which members of the public can interact with the work of the House and its committees.

Privacy

While the department is not an agency to which the *Privacy Act 1988* applies, we are committed to abiding by the principles of the legislation in our dealings with employees, including handling employees' records.

Management of people

Investors in People

The department holds accreditation against the Investors in People standard, an international quality standard that sets a level of good practice and a basis for continuous improvement of a department's or agency's performance through people.

Changes to disability reporting in annual reports

Since 1994, Commonwealth departments and agencies have reported on their performance as policy adviser, purchaser, employer, regulator and provider under the Commonwealth Disability Strategy. The department has provided information on compliance with the strategy through annual reports. From 2010–11, departments and agencies are no longer required to report on these functions.

The Commonwealth Disability Strategy has been overtaken by a new National Disability Strategy which sets out a 10-year national policy framework for improving life for Australians with disability, their families and carers. A high-level report to track progress for people with disability at a national level will be produced by the Standing Council on Community, Housing and Disability Services to the Council of Australian Governments and will be available at www.fahcsia.gov.au. The Social Inclusion Measurement and Reporting Strategy agreed by the government in December 2009 will also include some reporting on disability matters in its regular *How Australia is faring* report and, if appropriate, in strategic change indicators in agency annual reports. More detail on social inclusion matters can be found at www.socialinclusion.gov.au.

Shared services: the Department of Parliamentary Services payroll

The department began paying staff of the Department of Parliamentary Services as a shared service arrangement in 2009–10. Implementation of the payment of security staff was delayed due to the need to also implement a rostering package that would roster staff and assist in the payment of shift entitlements. The final part of the implementation was achieved when security staff were paid on 8 July 2010.

During 2010–11, staff in the People Strategies Office worked closely with staff from the Department of Parliamentary Services to ensure that reporting practices met requirements. Work was also undertaken on training staff in the use of employee self-service, a tool that enables staff to apply for leave and overtime online.

Staff survey

In June 2011 the department conducted its seventh annual staff survey, the 2011 Survey Feedback Action. The survey, derived from a benchmarking exercise conducted in July 2004, incorporated the features of previous separate surveys, particularly the previous staff survey and leadership questionnaire, completed in 2003.

As in previous years, most staff participated in the survey. The survey measures the quality of the department's leadership, the satisfaction of staff with pay and conditions of service, and the strengths of the department. The results are taken into account in the department's ongoing development of its strategy for attracting and retaining staff.

The department has established a number of internal benchmarks based on the results of the survey. These benchmarks, or index scores, correspond to the total percentages of

staff selecting 'strongly agreed' and 'agreed' in response to specific sets of questions.

- ▶ The 'core elements' satisfaction index measures the extent to which the department provides the core elements needed to attract, focus and keep the most talented staff (82 per cent in 2011, 85 per cent in 2010 and an average of 81 per cent over the last five annual surveys).
- ▶ The 'leadership' satisfaction index measures the level of satisfaction of staff with their managers, as measured against the department's leadership statement (85 per cent in 2011, 82 per cent in 2010 and an average of 84 per cent over the last five annual surveys). (The department has 11 years of trend data for the leadership satisfaction index.)
- ▶ The 'benefits' satisfaction index measures the level of staff satisfaction with pay and working conditions (85 per cent in 2011, 88 per cent in 2010 and an average of 81 per cent over the last five annual surveys).

People strategies planning

The department's people strategies framework (Figure 7) helps to achieve corporate outcomes through departmental staff.

People strategy 1: people forecasting

Workforce planning

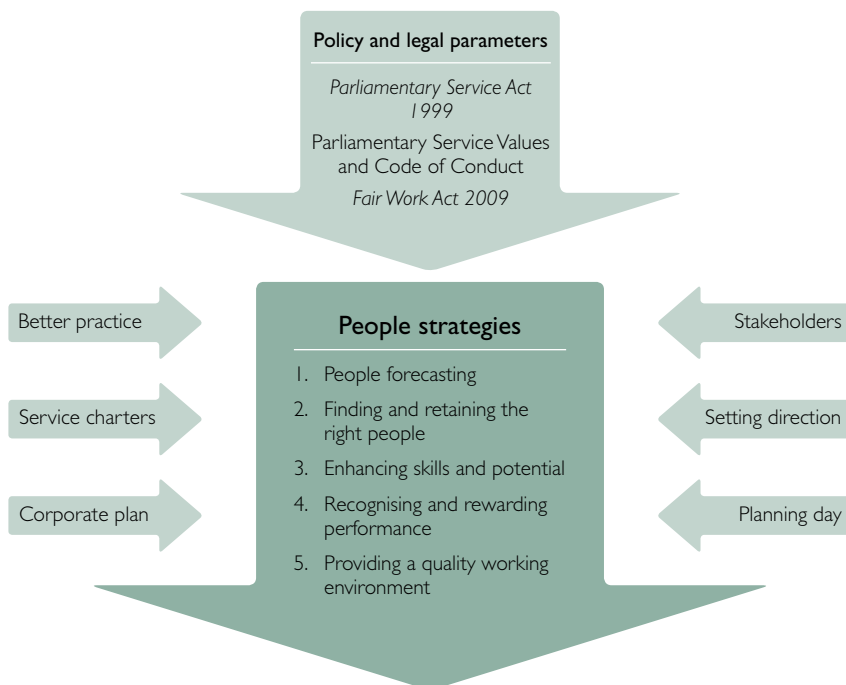
At a meeting in July 2010, the Executive considered the staffing profile of the department. It was recognised that changes had occurred at senior levels of staff.

During 2011–12 further work will be done on workforce planning to help ensure the continuous provision of high-level service.

Organisational reviews

The department conducts organisational reviews as required to ensure that workload is matched with the number of staff required to undertake the work in all areas, and that the classification levels or work-value requirements of individual jobs are appropriate to the work being carried out.

Figure 7 People strategies framework



People strategy 2: finding and retaining the right people

Recruitment of staff

The department advertised to fill six ongoing vacancies during 2010–11 (22 in 2009–10), of which three were filled by internal applicants. Of the three external successful applicants, one was a woman (in 2009–10, seven of the 10 successful external applicants were women).

Retention of staff

A total of 14 ongoing and 13 non-ongoing staff left the department in 2010–11—a turnover rate of 7.5 per cent of ongoing staff. This compares with 11 per cent in 2009–10. Appendix 11 includes details of separations.

Exit interviews with staff leaving the department continued to be conducted by Senior Executive Service managers. Three interviews were conducted during the year; the main reasons given for leaving were retirement or promotion.

Graduate placement program

The parliamentary graduate placement program for 2011 was conducted by the Department of

the Senate and this department. The program involves three-month placements of people from the graduate recruitment programs of Australian government agencies. An objective of the program is to promote the work of the parliament to agencies and the staff of those agencies.

The program continued to draw a high level of interest from individual graduates and a range of agencies. We placed nine graduates on three-month placements in 2010–11.

Feedback from graduates has confirmed that the program is highly successful, that they would recommend it to other graduates and that the objectives of the placements have been achieved.

Alumni

The department formed an alumni association of former staff in 2008. On 30 June 2011 there were 187 members.

On 6 September 2010, the annual general meeting of the association was held; 14 members of the association attended. At the meeting, two co-chairs were elected and the membership of the alumni board was increased by self-nomination of attendees.



2011 graduate placement program participants. Left to right: Bianca Birdsall, Jacqui Woods, Adelle Neary and Lucas Robson. Picture courtesy of Auspic.

Table 10 Expenditure on training and development programs, 2009–10 and 2010–11

	2009–10	2010–11
Expenditure as percentage of annual payroll	2.0%	1.5%
Average training days per person	4.6	4.7
Average staffing level	149.5	152.5

Table 11 Average attendance of staff at training courses, 2009–10 and 2010–11

Classification	Average staffing level	Total number of training days attended	Average number of training days attended	
	2010–11	2010–11	2009–10	2010–11
Senior Executive Service	5.0	26.5	3.4	5.3
Executive Band 2	18.3	50.9	2.0	2.8
Executive Band 1	39.7	154.8	5.2	3.9
Parliamentary Service Level 6	22.5	80.7	4.5	3.6
Parliamentary Service Level 5	8.5	41.3	3.1	4.9
Parliamentary Service Level 4	27.7	153.5	4.8	5.5
Parliamentary Service Level 3	10.4	30.5	5.3	2.9
Parliamentary Service Level 2	20.4	61.4	1.3	3.0
Not specified		112.7		
Totals	152.5	718.8	4.6	4.7

The board met twice in 2010–11. A reception was held in April 2011. The reception gave members of the alumni and staff of the department an opportunity to meet socially.

People strategy 3: enhancing skills and potential

Training and development

Table 10 compares the department's training and development expenditure as a percentage of expenditure on salaries in 2009–10 and 2010–11. It also shows the average number of person-days spent on training and average staffing level in both years. The average number of training days for staff increased marginally from 4.6 to 4.7 days of off-the-job training per person per year.

Table 11 compares the average attendance of staff at training courses in 2009–10 and 2010–11. It also shows the average staffing level and total number of training days attended in 2010–11 for each classification.

Leadership development

During 2010–11, there was a continued emphasis on developing leaders at the classification levels of Parliamentary Service Level 6 and Executive Band 1. In December 2010, 11 staff completed the third program conducted for the department by the Centre for Public Management. The program comprised six sessions on leadership concepts over several months. In the final session, as has occurred in previous years, participants made a presentation to the Executive on leadership, and their learning and reflections from the program.

Election period mobility placements

As in previous election periods, staff had the opportunity to undertake placements and secondments to other government departments and agencies. The placements were pursuant to the department's mobility guidelines, and formal performance assessment arrangements were put in place with the

receiving agencies. In 2010–11, 16 staff undertook placements, including in the United States, East Timor and various destinations in Australia. The placements provide a number of benefits for the department and staff—providing fresh perspectives and the opportunity to test and demonstrate skills and capabilities. Participants report formally on their experiences and many staff make oral presentations at departmental meetings.

Knowledge management

The Knowledge Management Steering Committee was refreshed during 2010–11 and met four times. Comprising staff from all areas of the department and chaired by the Clerk Assistant (Table), the committee adopted new terms of reference in February, to:

- a) critically examine the department's knowledge foundations and processes
- b) put forward ideas for new and changed processes
- c) advise the departmental Executive on policies and measures to strengthen the foundations and improve and extend processes
- d) implement knowledge management policies and measures approved by the Executive
- e) attain departmental commitment to knowledge management and communicate with the department about knowledge management activities.

The committee continued its work in the area of records management, reviewing draft policies on records management and the disposal of paper records scanned into TRIM. The policies were endorsed by the committee and subsequently approved by the Executive. In addition, the committee monitored progress with the intranet upgrade and internet redesign projects and the proposed projects on e-Trim and the Table Office's document production system, as reported in 'Members' services'. It also kept a watching brief on emerging technologies, including trials of 'unmanaged devices' such as iPads and smartphones.

Studybank

Twenty staff participated in the department's Studybank program during the year (compared with 16 staff in 2009–10). Collectively, they

received financial assistance of \$19,604 (compared with \$22,811 in 2009–10), along with some study leave on full pay.

Security-awareness training

As part of their induction program, all new staff are required to undertake an online security-awareness training program provided by the Protective Security Coordination Branch of the Attorney-General's Department.

People strategy 4: recognising and rewarding performance

Performance assessment processes

All eligible staff participated in the annual work performance assessment cycle, completed on 31 October 2010. The cycle consists of setting individual work objectives, conducting performance assessments, preparing individual development plans and providing feedback to supervisors.

The individual development plans are compiled and the development requirements of staff are reviewed. These then form the basis for the training program for the next calendar year.

People strategy 5: providing a quality working environment

Enterprise agreement

The Department of the House of Representatives Enterprise Agreement 2011–12 covers all staff except SES staff, who are covered by a determination made under section 24(1) of the *Parliamentary Service Act 1999*.

The enterprise agreement was negotiated between the Clerk and the department in 2010. The agreement was lodged with and approved by Fair Work Australia in December 2010. The first pay rise was paid on 1 January 2011. Staff salary scales under the agreement are summarised in Table 12.

Productivity

Productivity improvement links increased flexibility, continuous improvements, and the provision of efficient and effective advice and services. The department and staff have worked together to achieve efficiencies through flexible staffing practices and the use of more efficient systems to improve services to clients.

Salaries expenditure

In 2010–11, salaries and allowances totalled \$16.2 million (\$15.6 million in 2009–10).

Workplace diversity

The department's workplace diversity program aligns our workplace diversity strategies and actions with the Parliamentary Service Values. The program builds on the department's existing commitment to embed the Parliamentary Service Values into our business.

Training in the prevention of discrimination, bullying and harassment was provided to all new staff and more extensive training was provided to supervisors. Refresher training was provided to the harassment contact officers in 2010. A presentation was made by harassment contact officers at the April 2011 monthly forum. Staff were reminded of the roles of the harassment contact officers.

Occupational health and safety

The department's aim under the health and safety management arrangements is to create

and maintain a safe and healthy working environment.

Workstation assessments are conducted for staff on request. Included in the workstation assessment is education on the correct set-up of workstations. This information is also included in orientation sessions for new staff.

In March 2011 influenza vaccinations were offered to staff; 61 staff were vaccinated.

The department's Comcare premium rate for 2010–11 was 0.60 per cent of payroll, a reduction from the rate in 2009–10 of 0.69 per cent.

During the year, no dangerous occurrences required notification under section 68 of the *Occupational Health and Safety Act 1991*.

No investigations were carried out and no directions or notices were received by the department in relation to section 29, 45, 46 or 47 of the Act.

Table 13 summarises compensation claims received from staff for the past four financial years.

Table 12 Salary scales of staff covered by the enterprise agreement, at 1 January 2011

Classification	Salary scale (\$)
Executive Band 2	117,821–124,841
Executive Band 1	91,032–101,538
Parliamentary Service Level 6	73,362–83,259
Parliamentary Service Level 5	67,810–71,753
Parliamentary Service Level 4	59,949–64,860
Parliamentary Service Level 3	54,237–58,263
Parliamentary Service Level 2	48,200–52,629
Parliamentary Service Level 1	42,608–46,621

Table 13 Compensation claims incidence, by injury group, 2007–08 to 2010–11

	2007–08	2008–09	2009–10	2010–11
Fracture excluding back	–	–	–	–
Strain excluding back	–	1	2	1
External effects	–	–	–	–
Multiple injuries	–	–	–	–
Occupational overuse syndrome	–	1	–	–
Psychological injuries	–	1	1	–
Total	0	3	3	1

Management of financial resources

Assets management

The department's asset management strategy focuses on efficient asset utilisation and allows the department to identify underperforming assets. The department operates within a controlled environment at Parliament House and the risk of loss for the majority of assets is minimal.

A stocktake of computing equipment, furniture and fittings and portable and attractive assets was completed during 2010–11. The department completed a desk-top review of the office machines and plant asset classes. Impairment testing was undertaken during the stocktake. There were no material impairment adjustments required.

Purchasing

The department undertook procurement of IT hardware (laptop computers, desktop computers and monitors) in accordance with life-cycle management planning. The majority of these purchases were completed through contracts managed by the Department of Parliamentary Services. The department signed a new agreement for the purchase of Microsoft Licences under the Whole of Australian Government Microsoft Volume Sourcing Arrangement. The department entered into a contract with FCM Travel Solutions for the

provision of travel management services. This arrangement was undertaken through the Whole of Australian Government Air Travel and Travel Management Services. The department in conjunction with the Department of the Senate finalised the style guide for the replacement of office furniture. A review of furniture replacement strategies was undertaken during the year.

All procurement activity was conducted within financial delegation limits. The department has complied with the core purchasing policies and principles as articulated in the Commonwealth Procurement Guidelines.

Consultants

Consultancy services procured in 2010–11 with a value in excess of \$10,000 are shown in Table 14.

Competitive tendering and contracting

The department's contracting activities have been disclosed as required through the government's AusTender system. There were no instances during 2010–11 where contracts were let that did not provide for the Auditor-General to have access to the contractor's premises, or where the chief executive exempted a contract from being published on AusTender.

Table 14: Consultancy services, 2010–11

Consultant name	Description	Contract payments 2010–11 (inc. GST)	Selection process	Justification
KPMG	Internal audit services	\$84,190	Open tender	Need for specialist or professional skills and independent research or assessment.
HBA Consulting	Professional services – Committee Office staffing review	\$44,000	Select tender	Need for specialist or professional skills and independent research or assessment.

Advertising and market research

Section 311A of the *Commonwealth Electoral Act 1918* requires the department to detail amounts paid to advertising agencies, market research organisations, polling organisations, direct mail organisations and media advertising organisations during the financial year:

The department's total advertising expenditure for 2010–11 was \$96,526, a decrease from the previous year's total (\$133,150). This reduction in expenditure was as a result of a reduction in committee activity during the election period and the first two months of the Forty-third Parliament.

The expenditure was as follows:

- ▶ \$79,010 for publicising the work of the House and committees (\$109,408 in 2009–10)
- ▶ \$7,727 for advertising in relation to inquiries being undertaken by parliamentary committees (\$13,494 in 2009–10)
- ▶ \$5,604 for publicising recruitment advertising (\$5,183 in 2009–10)
- ▶ \$4,185 paid to the Attorney-General's Department for chamber-related gazettals (\$5,065 in 2009–10).

Most of the advertising for 2010–11 was placed with Adcorp Australia.

Discretionary grants

The department did not administer any grant programs in 2010–11.

Ecologically sustainable development and environmental performance

The department is not subject to the provisions of the *Environment Protection and Biodiversity Conservation Act 1999*; however, it has adopted policies and practices in energy and water use and recycling that contribute to sound environmental performance.

Most aspects of the parliament's environmental management are coordinated by the Department of Parliamentary Services, which is responsible for managing the Parliament House building and precincts. The department participates in meetings of the parliament-wide Environment Management Committee. The committee provides a useful forum for progressing environmental initiatives and improving environmental performance at Parliament House.

The Senior Management Coordination Group receives a report on environmental performance at Parliament House as a standard agenda item at its meetings.

The Department of Parliamentary Services prepares an annual report on behalf of all parliamentary departments in accordance with section 516A of the *Environment Protection and Biodiversity Conservation Act 1999*. The report is structured using core performance indicators of the Global Reporting Initiative and is included in the Department of Parliamentary Services' annual report, which is available from the Parliament of Australia website.

Outlook

In 2011–12 the department will continue to support a minority House. The department must continue to be capable of delivering advice and support of a high standard, and of being able to anticipate and respond quickly to developments and changing requirements.

The department's financial position will remain tight during the year and will continue to be closely monitored, with reporting to the Appropriations and Administration Committee as necessary. The department will continue to seek efficiencies in response to these pressures and to innovate, with emphasis on information and communications technology improvements. To ensure resilience, the department will also review and revise its business continuity plans, and will work in collaboration with the other parliamentary departments to ensure capability at whole-of-parliament level.

The implications of APS reform for the department and the parliamentary administration will continue to be monitored and responded to. It is anticipated, for example, that amendments to the Public Service Act will be introduced during the

year, in response to the report *Ahead of the game: Blueprint for the reform of Australian Government administration*. The parliamentary departments will arrange for appropriate amendments to the Parliamentary Service Act to be introduced in parallel. The department will ensure its procurement practices benefit from developments in the APS involving more centralised procurement arrangements. It will take into account the new APS framework for protective security in collaborating with the other parliamentary departments to develop a whole-of-parliament protective security policy.

The department will also continue to accord priority to supporting and enhancing whole-of-parliament governance arrangements, including the Security Management Board, the Senior Management Coordination Group and the Projects Assessment Committee. These processes are important in ensuring that strategic priorities are addressed and operate effectively.

The department will work with the other parliamentary departments to support environmental sustainability initiatives and programs and on a heritage framework for Parliament House.