



DEPARTMENT OF THE
HOUSE OF REPRESENTATIVES

Corporate Plan

2019–2020



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Corporate Plan

2019–20



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Claessa Surtees
Clerk of the House

Clerk's message

As the accountable authority of the Department of the House of Representatives, I am pleased to present the department's Corporate Plan 2019–20, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

In accordance with the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule) the plan, which covers the periods 2019–20 to 2022–23, sets out the purpose of the department, the activities undertaken by the department to achieve that purpose, and the measures used by the department to assess its performance.

The plan also describes the environment in which the department operates and the key strategies the department has in place to develop its capability, and summarises the department's approach to good governance.

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

Claessa Surtees



Who we are

Department of the House of Representatives

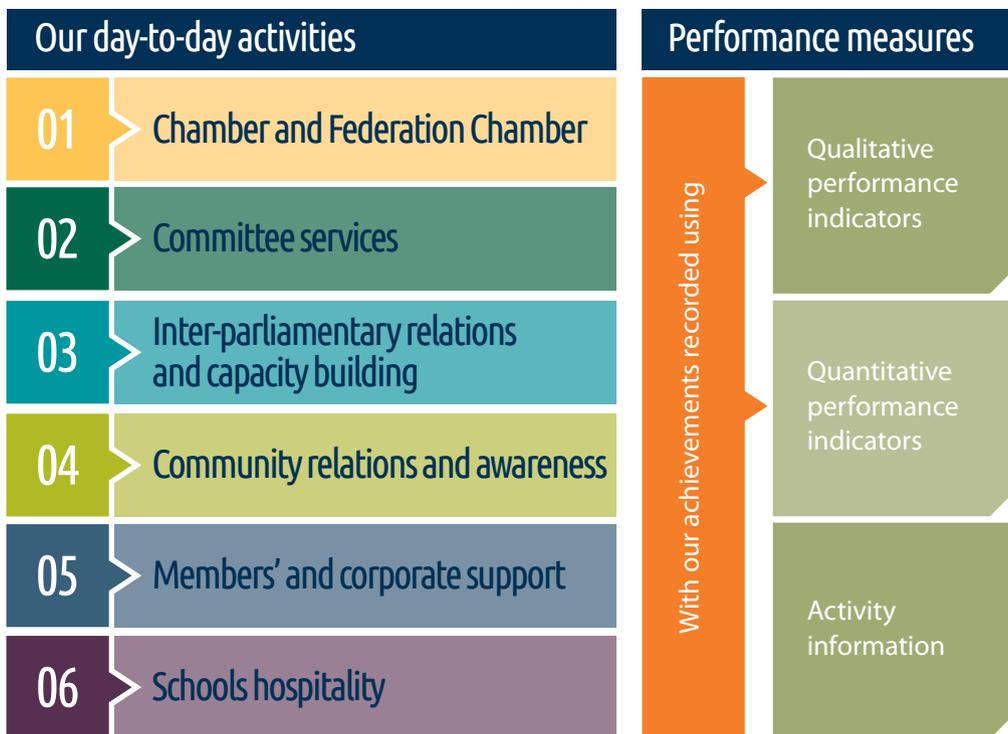
One of four departments of the Australian Parliamentary Service established under the *Parliamentary Service Act 1999*

Why we are here

Our purpose

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

What we do to achieve our purpose



How we manage our environment, capability and risk

Environment	Capability	Risk oversight and management
<ul style="list-style-type: none">» Stakeholder responsibility and engagement» Human resources capacity and capability» Business domain	<ul style="list-style-type: none">» Workforce capability» Information capability» Community awareness» Stewardship» Collaboration	<ul style="list-style-type: none">» Independent audit» Risk management» Business continuity» Financial compliance» Fraud control

About the corporate plan

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

Figure 1 shows how these components come together across the annual performance reporting cycle for 2019–20. The portfolio budget statements and corporate plan, developed towards the start of the reporting cycle, are the department's key strategic planning documents.

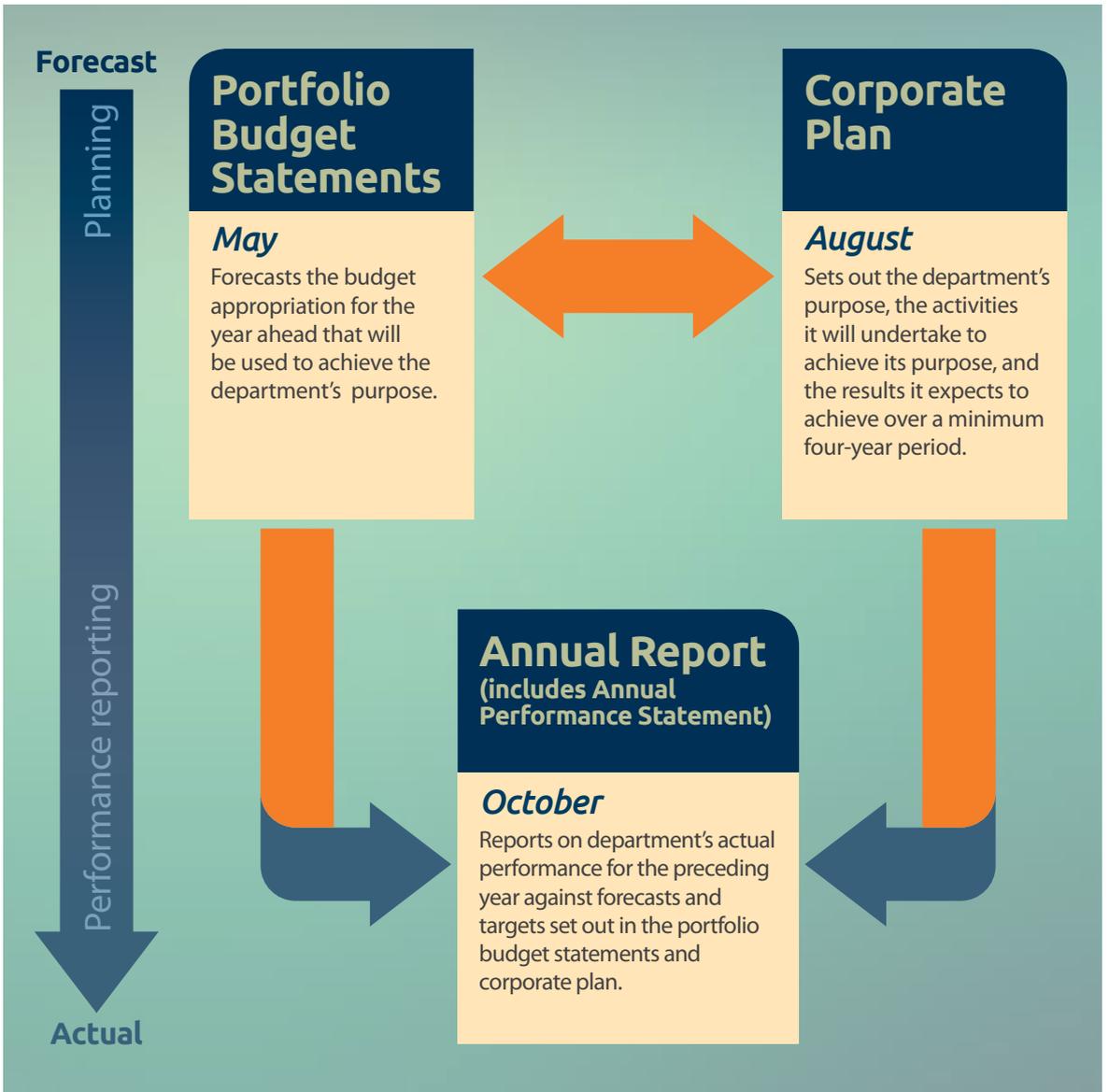
The portfolio budget statements describe how the department will use the resources allocated to it by the Parliament in the year ahead. It provides a forecast of performance against measures for the current year, and at a high level, prospective information on performance measures for the year ahead.

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

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

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

Figure 1: Enhanced Commonwealth Performance Framework



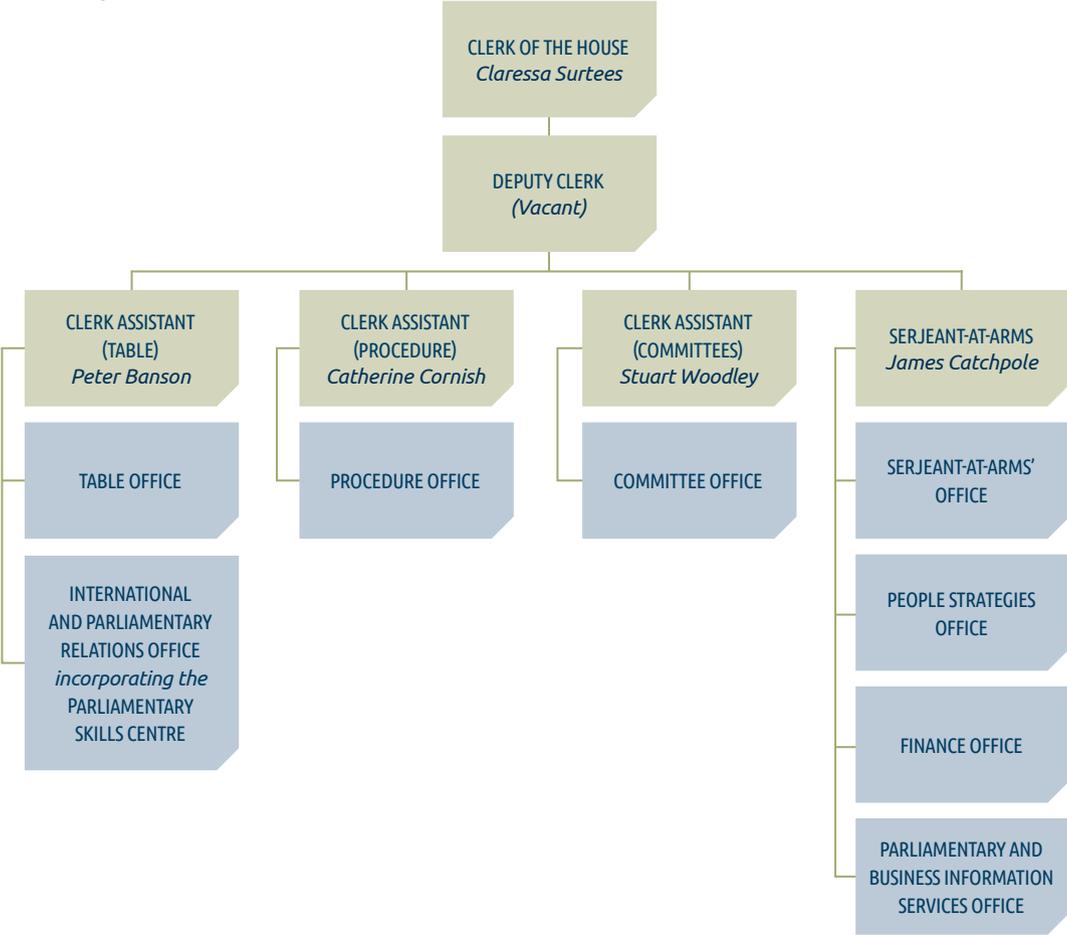
Purpose and organisational structure

The Department of the House of Representatives is one of four departments of the Australian Parliamentary Service established under the *Parliamentary Service Act 1999*, the others being the Department of the Senate, the Department of Parliamentary Services (DPS), and the Parliamentary Budget Office.

Purpose—2019–20 to 2022–23
 To support the House of Representatives, and the wider Parliament, in the role of a representative and legislative body primarily by providing advice and services, and through engaging with the community and other parliaments.

The department is managed by its Executive, comprising the Clerk of the House, Deputy Clerk, Clerk Assistant (Table), Clerk Assistant (Procedure), Clerk Assistant (Committees) and Serjeant-at-Arms. Their work is carried out through eight offices. Figure 2 illustrates the department’s organisational structure.

Figure 2: Departmental structure



Environment

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

The department's operating environment is characterised by its:

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

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

Responsibility to, and engagement with, stakeholders

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

Supplementary funding over a period of four years, commencing from 2017–18, is enabling an increased focus on strengthening the procedural capacity of the institution of parliament through provision of additional procedural advice, and increased learning options for members and departmental staff.

These initiatives have been facilitated through the establishment of a specialist Procedure Office. The supplementary funding also provides further support for the parliamentary committees administered by the department, recognising the increased number of committees and related inquiry workload.

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

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

Human resources capacity and capability

The department relies on a professional, experienced and engaged workforce to achieve its objectives. With increasing competition for skilled people in the workforce generally, and with changing demographics including the coexistence of several generations in the workforce with different needs, the department continues to work to embed a culture of professionalism and to retain a strong cohort of leaders that can effectively respond to current and emerging challenges.

During 2019–20 the department will continue to implement strategies arising out of its workforce plan to guide the people capability of the department and meet its future workforce requirements. The workforce plan, and implementation of the associated strategies, will effectively manage workforce change. It will do so by identifying future workforce needs and gaps, and putting in place appropriate responses, to ensure the department's objectives and outcomes can be delivered efficiently and effectively.

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

Business domain

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

With a federal election for the House of Representatives held on 18 May 2019, during 2019–20 the department's focus will be activities to support the work of the 46th Parliament. This will include support for new and returning members, and arrangements for the opening of a new parliament on 2 July 2019. By the end of the period, the department's workload is expected to encompass the full range of its usual services.

Factor	Extent of department's influence		
	Greater	Partial	Limited
The parliamentary sitting calendar and key events in the parliamentary cycle, including the federal election, resulting in varied workloads			●
Constrained resources, such as the operating budget		●	
Client expectations (both internally and externally) of high service standards and low risk tolerance		●	
Opportunities and challenges associated with rapid changes to technology		●	
Development and compliance with statutory governance and performance reporting frameworks that support robust strategic planning, performance review and oversight	●		
The unique physical location and environment of Parliament House			●
Ongoing changes to information and physical security			●

Departmental activities and performance measures

Activities

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

- » Activity 1—Chamber and Federation Chamber
- » Activity 2—Committee services
- » Activity 3—Inter-parliamentary relations and capacity building
- » Activity 4—Community relations and awareness
- » Activity 5—Members' and corporate support
- » Activity 6—Schools hospitality

Performance measures

Each activity is described in detail in the following pages. Intended outcomes indicate how each activity contributes to achieving the department's purpose. The department's performance in undertaking its activities will be assessed during the period covered by this corporate plan using a range of performance measures.

The performance measures include both qualitative and quantitative measures. This reflects the fact that, while some departmental activities involve the delivery of quantifiable outputs, a significant determinant of the department's success in achieving its purpose is the level of satisfaction of stakeholders, including members of the House of Representatives and their staff, with the advice and services the department provides.

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

- » an annual survey distributed to all members of the House of Representatives
- » more detailed qualitative information from targeted groups of members
- » analytics relating to departmental social media and publications
- » evaluations from external stakeholders, such as seminar participants, delegation participants, and staff from other parliaments
- » an annual survey of departmental staff
- » internal Chamber support standards, internal records, and exception reporting.

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

In addition to assessing outcomes using these qualitative and quantitative performance measures, the department monitors its work output. Outputs, presented as 'activity information', are assessed throughout the year by managers collecting the relevant data. Data are reported to the department's Executive at regular intervals.

No targets are set for outputs, as most are dependent on factors outside the direct control of the department, particularly the parliamentary cycle.

The department supports the House of Representatives by:

- » providing advice and services to enable the Chamber and Federation Chamber to meet and address business as scheduled and fulfil its role as a representative institution, including:
 - » processing of all bills
 - » drafting of private members' bills
 - » creating documents to support members in the Chamber and Federation Chamber
 - » creating and processing the records and documents of the Chamber and Federation Chamber
 - » collecting, analysing and publishing procedural and statistical information
 - » advising and supporting the Speaker and members in relation to legislative, procedural and administrative matters.

Intended outcomes

- » Advice and services meet the needs of members for procedural information and statistical data
- » Advice is timely, accurate, comprehensive and impartial
- » Bills and other business items are processed within deadlines and in accordance with the Standing Orders and House practice

Performance measures and targets	2019–20	2020→23	Data source
Level of satisfaction among surveyed members with the quality and timeliness of chamber support, procedural, statistical publications, analysis and advisory services	90% satisfied	90% satisfied	Members' survey
Chamber support service standards met for sittings of the House and meetings of the Federation Chamber and processing of bills, votes, messages, and other chamber documents with high degree of accuracy and within timeframes	100%	100%	Internal Chamber support standards

Activity information

Number of sittings of the House

Number of meetings of the Federation Chamber

Number of bills introduced

02 > Committee services

The department supports the House of Representatives and the Parliament by:

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

Intended outcomes

- » Advice and services provided meet the needs of committee members for thorough, accurate and timely support that facilitates the work of committees
- » Committee reports are prepared to a standard that meets members' requirements

Performance measures and targets	2019–20	2020→23	Data source
Level of satisfaction among surveyed committee members with the standard of support provided and committee reports	90% satisfied	90% satisfied	Members' survey

Activity information

Number of committee meetings

Hours of meetings

Number of committee reports

Together with financial support from the Department of the Senate, the department supports the Parliament by:

- » providing advice and services to support the Parliament's national, international and regional relationships, including through the Parliament's role in hosting inter-parliamentary conferences and events
- » assisting other parliaments, primarily within the Indo-Pacific region, by partnering in capacity building activities, including through the Pacific Parliamentary Partnerships Fund.

Intended outcomes

- » Arrangements for incoming and outgoing delegations and participation in relevant parliamentary organisations are undertaken in a manner that meets the expectations of the Presiding Officers and delegates
- » Parliaments in the Pacific and elsewhere are provided with capacity building activities and support that meet their identified needs and strengthen their capabilities

Performance measures and targets	2019–20	2020→23	Data source
Level of satisfaction of Presiding Officers and delegates with arrangements for incoming and outgoing delegations	90% satisfied	90% satisfied	Formal survey/ feedback process for each delegation (incoming and outgoing)
Level of satisfaction among participants with capacity building activities	90% satisfied	90% satisfied	Formal survey/ feedback process for parliamentary capacity building activities

Activity information

Number and nature of delegations managed

Number and nature of parliamentary capacity building activities

04 > Community relations and awareness

The department supports the House of Representatives and the Parliament by:

- » providing services to deliver information to the public about the work of the House of Representatives in order to inform stakeholders, and increase public knowledge and awareness of, and interaction with, the work of the House of Representatives and the Parliament
- » supporting the Parliamentary Education Office, administered by the Department of the Senate and to which the department makes a financial contribution.

Intended outcomes

- » Access to the work of the House and the Parliament is widely available to the public with engagement and participation rates tending to increase over time
- » Increase external client knowledge and understanding of the work of the House of Representatives and the Parliament through the provision of seminars, with participation rates tending to increase over time
- » School visitors continue to have access to galleries in the Chamber

Performance measures and targets	2019–20	2020→23	Data source
Community is aware of, and engages with, published information about legislative and other parliamentary processes	Interaction with the work of the House increasing over time (% change on prior year)	Interaction with the work of the House increasing over time (% change on prior year)	Subscriptions for departmental social media accounts and publication analytics
Clients are satisfied with seminars	90% satisfied	90% satisfied	Seminar feedback forms

Activity information

Community contacts with the department's publications

Number of seminar programs conducted

05 Members' and corporate support

The department supports the House of Representatives by:

- » providing advice and services to members relating to accommodation in Parliament House, salaries and allowances, and certain other entitlements
- » delivering high quality and valued corporate advice and services to the department and members
- » monitoring developments in best practice parliamentary and public administration and continuing to apply them as appropriate
- » prioritising key risks to work, health and safety to maximise the wellbeing of staff and members
- » assisting to set and deliver the department's corporate strategic direction
- » seeking resources that will enable the requirements of the House and committees to be met into the future.

Intended outcomes

- » Working through various forums across the parliamentary departments to ensure common policies and frameworks are effectively aligned and assessed to achieve the right outcomes
- » Evaluations show a high degree of satisfaction with the provision of accommodation and office support services and in managing risks to the health and safety of members, their staff and departmental staff

Performance measures and targets	2019–20	2020→23	Data source
Level of satisfaction of the Speaker with the overall quality of support services provided, including accommodation, office support, transport coordination, salary processing and other members' support services	Very satisfied	Very satisfied	Feedback from the Speaker and Chief of Staff on the overall quality of non-chamber support services provided to the Speaker, the Speaker's Office and other members
Level of satisfaction among members with the overall quality of support services provided, including accommodation, office support, transport coordination, salary processing and other members' support services	90% satisfied	90% satisfied	Members' survey
Level of satisfaction among staff with the quality of corporate advice and services provided by the department	90% satisfied	90% satisfied	Annual staff survey

Activity information

Number of Parliament House accommodation and office support services

Number of transport coordination services provided to members

The department supports the Parliament by:

- » providing a booking service for school groups visiting Parliament House
- » coordinating provision of hospitality for these groups.

Intended outcome

- » Hospitality is provided in accordance with bookings made by visiting school groups

Performance measures and targets	2019–20	2020→23	Data source
Timely and accurate provision of advice to the Department of Parliamentary Services about hospitality required by visiting school groups, in accordance with bookings	100%	100%	Internal departmental records, and exception reporting from DPS, members or school groups

Activity information

Number of visiting school students booked



Capability

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

Workforce capability

The department is committed to building workforce capability and expertise to ensure it is suitably skilled for the future. Capability building will focus on workforce engagement, development and mobilisation to deliver organisational outcomes. Consistent with the department’s leadership statement, the department will continue to focus on leadership as a practice that can and should occur at all levels. Priorities for capability development will therefore be leadership development at all levels, and a renewed focus on enhancing management capability within the department.

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

- » equipping staff with transferrable skills by committing to constant skills renewal and building a culture which supports continuous learning
- » strengthening the department’s leadership and management capabilities
- » tailoring workforce strategies to attract, engage and retain a diverse workforce.

Workforce capability—initiatives	2019–20	2020–21	2021–22	2022–23
Respond to findings from the Investors in People Standard re-accreditation report, to continue to improve the way we work together and develop, manage and lead staff	●	●		
Implement strategies associated with the workforce plan and evaluate and monitor outcomes	●	●	●	●
Provide professional development and learning for staff at all levels for leadership, procedural and specialist skills through participation in a program of courses and on the job training	●	●	●	●
Revise the department’s performance management framework	●	●		
Build a diverse workforce by increasing representation and fostering an inclusive culture	●	●	●	●

Information capability

With an ongoing focus on knowledge management, the department's information remains an important strategic asset to manage and use in pursuit of its goals. Public policy, stakeholder and audience expectations, as well as advances in technology, are driving the department to progress the management, use and delivery of information. The department also faces a challenge to maintain and upgrade a range of information systems that are critical in enabling it to support the work of the Parliament.

Under the oversight of its Knowledge Management Steering Committee, the department will identify ways to improve information management and processes, using a risk-based approach to identify and prioritise information management projects and initiatives. The department will also participate in whole-of-parliament ICT forums, such as the Strategic ICT Group, portfolio increment days, and the Information Technology Security Adviser's Working Group, to ensure that its information systems are supported, resourced and sustained in accordance with best practice.

The department will continue to expand the use of digital work practices as it seeks to align with the principles of the National Archives of Australia (NAA) Digital Continuity 2020 Strategy. Having identified its priorities during previous years, the department will also continue to progress work on various ICT business systems during the upcoming period. The department will continue to work with parliamentary colleagues to achieve an optimal financial resourcing and project management arrangement for ICT services. The department will continue to contribute to development of the Parliament's Digital Strategy roadmaps, which will inform the future direction of business systems, information management and information and communication technologies for the Parliament of Australia and the parliamentary departments.

Information capability—initiatives	2019–20	2020–21	2021–22	2022–23
Progress ICT business systems enhancement and replacement program	●	●	●	●
Contribute to whole of parliament information initiatives	●	●	●	●
Implement changes to align with NAA Digital Continuity 2020 Strategy	●	●	●	

Community awareness

The department continues to promote the work of the House and committees supported by the department through a range of awareness activities, including digital content and publications, events and seminars. It will also further enhance its digital publications and information offerings to meet the growing interest in parliamentary information.

In the upcoming year, the department is seeking to increase attendance at its seminar programs, particularly by attracting attendees of greater seniority, through targeted promotion across the Canberra-based public sector. The department is also planning to examine options for the delivery of seminars online.

With continuous change in the communication and media environments, it is critical that the department delivers information to audiences in a way that is easy to digest using a range of channels, platforms and formats. In 2019–20, the department will seek to grow its audiences through increased promotion and incremental, data-driven improvements to its communication products. It will also seek to open new communication channels to expand its audience base.

Community awareness—initiatives	2019–20	2020–21	2021–22	2022–23
Gain greater understanding of current audience expectations	●			
Grow audiences to expand reach of information	●	●	●	●
Measure effectiveness through ongoing reporting frameworks	●	●	●	●
Create innovative systems and processes to deliver information	●	●	●	●

Stewardship

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

Following an independent review, the decision in July 2018 to establish the ongoing position of Clerk Assistant (Procedure), which had been trialed since January 2017, and the consolidation of the Procedure Office, signified the department's continuing focus on strengthening procedural capability. New resources have continued to be developed for the House's diverse audiences. The Procedure Office, in collaboration with the Table Office, in particular, will continue to work on building understanding of the House and its work. Resources and services directed to enhancing procedural knowledge and technical skills for members (in their various chamber roles) and across the department will continue to be reviewed and, as necessary, revised and supplemented.

Stewardship—initiatives	2019–20	2020–21	2021–22	2022–23
Promote and maintain currency of key procedural resources such as the <i>Guide to Procedures, Infosheets</i> etc	●	●	●	●
Continue the drafting process for the principal procedural reference, <i>House of Representatives Practice</i> , 8th ed	●	●	●	
Diversify the content and format of procedural information, including complementing current and new publications such as <i>House Review</i> with access to relevant video material	●	●	●	
Develop and implement strategies and resources for enhanced engagement by members, staff and others with the institution	●	●	●	●
Provide procedural knowledge resources and services for members and staff, particularly those with additional procedural responsibilities	●	●	●	●

Collaboration

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

The four parliamentary departments are guided in their work by the *Strategic Plan for Parliamentary Administration*. This document outlines the common purpose of the four departments while recognising the unique nature of their individual responsibilities and capabilities. The document has assisted in guiding the collaborative approach between the parliamentary departments.

2019–20 will see the continued implementation of actions identified in the Australian Parliament's *Reconciliation Action Plan 2016–18*, as well as finalisation and implementation of the *Reconciliation Action Plan 2019–22*. The plans articulate the collective vision and commitment to establishing respectful, sustainable and enduring partnerships between the Australian Parliamentary Service and Aboriginal and Torres Strait Islander peoples.

Other significant areas of collaboration for the parliamentary departments relate to shared ICT support and services, and ongoing security upgrades to Parliament House and its precincts.

Collaboration—initiatives	2019–20	2020–21	2021–22	2022–23
In collaboration with other parliamentary departments, act on the strategies in the <i>Strategic Plan for Parliamentary Administration</i>	●	●	●	●
Continue to implement actions specified in the <i>Australian Parliament Reconciliation Action Plan 2016–18</i>	●			
In collaboration with other parliamentary departments, finalise a new <i>Reconciliation Action Plan 2019–22</i> and implement actions	●	●	●	
Finalise service level agreements with other parliamentary departments to ensure the department's needs are identified and met	●	●		
Continue to influence the development of a 'whole-of-parliamentary service' culture and governance	●	●	●	●

Risk oversight and management

The department has a comprehensive framework to develop, implement, monitor and review strategies in place to achieve and maintain good governance. The framework comprises independent audit, risk management, business continuity, financial compliance, and fraud control.

Independent audit

The department's Audit Committee provides independent assurance to the Clerk as to the department's financial and performance reporting responsibilities, risk oversight and management, and system of internal control. The Audit Committee consists of an independent chair, two independent members from other Commonwealth entities, and two members of the department's Executive. The committee meets at least four times per year and is supported by a departmental secretariat.

The department's *Strategic Internal Audit Plan 2018–21* was developed by the department's internal auditor on the basis of the department's *Risk Management Plan 2017–19* and interviews with senior staff of the department. The aim of the *Strategic Internal Audit Plan 2018–21* is to support existing assurance frameworks while assisting with identifying and addressing department-wide risks and control issues. The plan was approved by the Audit Committee in July 2018, prior to its endorsement by the Clerk.

In 2019–20 topics for internal audit include ICT security, administration and management of international delegations and capacity-building activities, recruitment and onboarding processes, project management, procurement and contract management, and systems and controls relating to accommodation services.

Over the four year horizon, additional areas recommended for review include cross-parliamentary governance arrangements, and assessment of the workforce plan. The department's risk management and fraud control frameworks, which are updated every second year, are due for review in 2021 and 2023. The reviews align with the department's commitment to achieving its purpose, while recognising the unique operating environment and changing capabilities required of the department over time.

To ensure the Strategic Internal Audit Plan continues to be aligned with areas of highest priority it is subject to annual review. Outcomes of internal audits, and any recommendations arising, are reported to the department's Executive for response and to the Audit Committee for consideration and ongoing monitoring.

Risk management

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

The Risk Management Policy and Framework is complemented by the department's Risk Management Plan, which comprises a detailed analysis of the likelihood and consequences of the department's key strategic risks, and the treatments to be applied in each case. The Risk Management Policy and Risk Management Plan are available to all staff on the department's intranet.

In June 2019 the department updated its Risk Management Policy and Framework and Risk Management Plan. A total of seven key strategic risks are identified in the *Risk Management Plan 2019–21*.

Risk description	Risk treatment
ICT capability—not fully realised	Develop a digital strategy and review cross-department collaboration and ICT service delivery
Resourcing, staff capability and compliance—failure to appropriately support committees in heightened security environments	Focus on succession planning, consideration of alternative staffing options, and development of security plan
Resourcing and staff capability—level of required skills and knowledge not maintained	Focus on training and development for staff, succession planning in key roles, and reviews of recruitment, onboarding, and workforce planning
Cross-parliamentary departments collaboration—failure to support parliament due to ineffective cross-departmental governance structures	Development of strategic framework and planning, and review of cross-departmental collaboration and service delivery
Service delivery—failure to meet member and business user expectations	Continue to raise awareness of services
Service delivery—failure to meet broader public expectations	Enhance analytics capability in relation to communications channels, and review communications
Compliance—failure to comply with legislative obligations	Prepare a register of legislative obligations

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

The department also completes the Comcover Risk Management Benchmarking Survey each year. Results from this survey in 2019 indicate that the department has a risk maturity of 'advanced'.

Initiatives to enhance the department's risk management include implementing strengthened arrangements for identifying, monitoring and managing risks at operational and strategic levels, and improving risk management capability by promoting online risk training opportunities that are available to all staff. Over the four year period the department will continue to work towards further embedding risk management into its business processes. To support this, the department has identified risk champions to lead risk activities and encourage effective risk management practices.

Business continuity

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

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

The network regularly considers the currency of the departmental business continuity plan and associated office level business resumption plans. As well as participating in relevant inter-agency business continuity exercises, the department has its own program of scenario based exercises that are held annually. To ensure business continuity preparedness across the department, the program of scenario based exercises engages with different work areas each year. Under the oversight of the network, these exercises will continue through 2019–20, and into the future.

Financial compliance

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

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

Fraud control

The department's Fraud Control Plan outlines strategies and processes for preventing and detecting fraud, and for investigating and reporting instances of fraud should they occur. Responsibility for implementing and monitoring aspects of the plan is allocated among senior staff of the department including the Clerk, SES officers and the Chief Finance Officer. The accompanying Fraud Risk Assessment identifies and assesses key fraud risks and treatments. The Fraud Risk Assessment 2019–2021 identifies 10 potential fraud risks in the categories of information management, financial and procurement, and staff, salaries and entitlements.

Fraud risk and responsibilities under the Fraud Control Plan are drawn to the attention of staff through a mandatory induction e-learning course.

Further information

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

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

List of requirements

The Public Governance, Performance and Accountability Rule 2014 sets out the matters that must be included in the department's corporate plan.

Item	Topic	Matters to be included	Page number
1	Introduction	The following: (a) a statement that the plan is prepared for paragraph 35(1)(b) of the PGPA Act; (b) the reporting period for which the plan is prepared; (c) the reporting periods covered by the plan.	5
2	Purposes	The purposes of the entity.	6, 9
3	Environment	The environment in which the entity will operate for each reporting period covered by the plan.	10
4	Performance	For each reporting period covered by the plan, a summary of: (a) how the entity will achieve the entity's purposes; and (b) how any subsidiary of the entity will contribute to achieving the entity's purposes; and (c) how the entity's performance will be measured and assessed in achieving the entity's purposes, including any measures, targets and assessments that will be used to measure and assess the entity's performance for the purposes of preparing the entity's annual performance statements under section 16F.	13
5	Capability	The key strategies and plans that the entity will implement in each reporting period covered by the plan to achieve the entity's purposes.	20
6	Risk oversight and management	A summary of the risk oversight and management systems of the entity for each reporting period covered by the plan (including any measures that will be implemented to ensure compliance with the finance law).	24



Corporate Plan

2019–2020