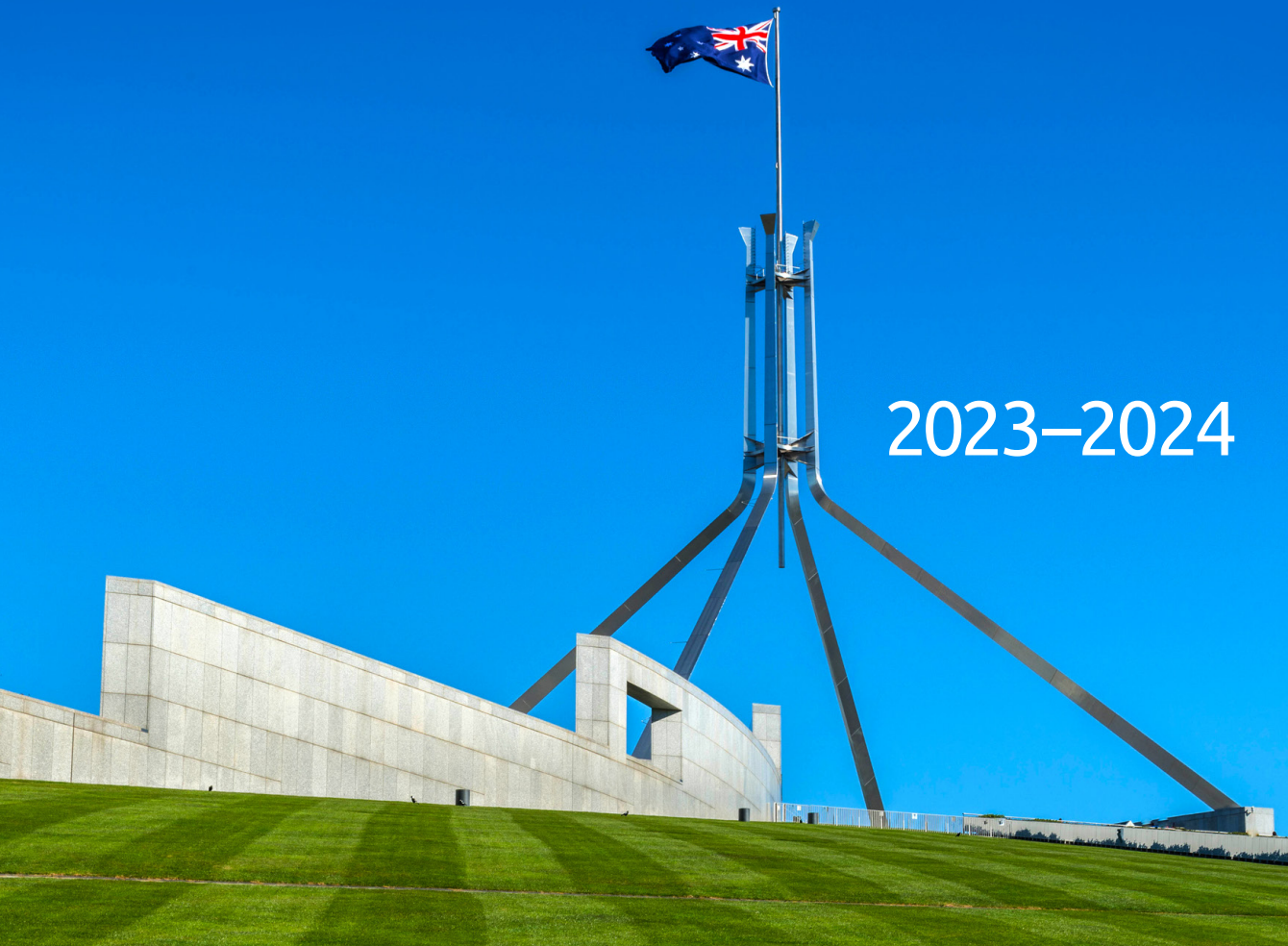




DEPARTMENT OF THE
HOUSE OF REPRESENTATIVES

Corporate Plan

2023–2024



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Corporate Plan

2023–2024



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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 2023–24, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

In accordance with the Public Governance, Performance and Accountability Rule 2014 the plan, which covers the periods 2023–24 to 2026–27, 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 and collaboration.

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

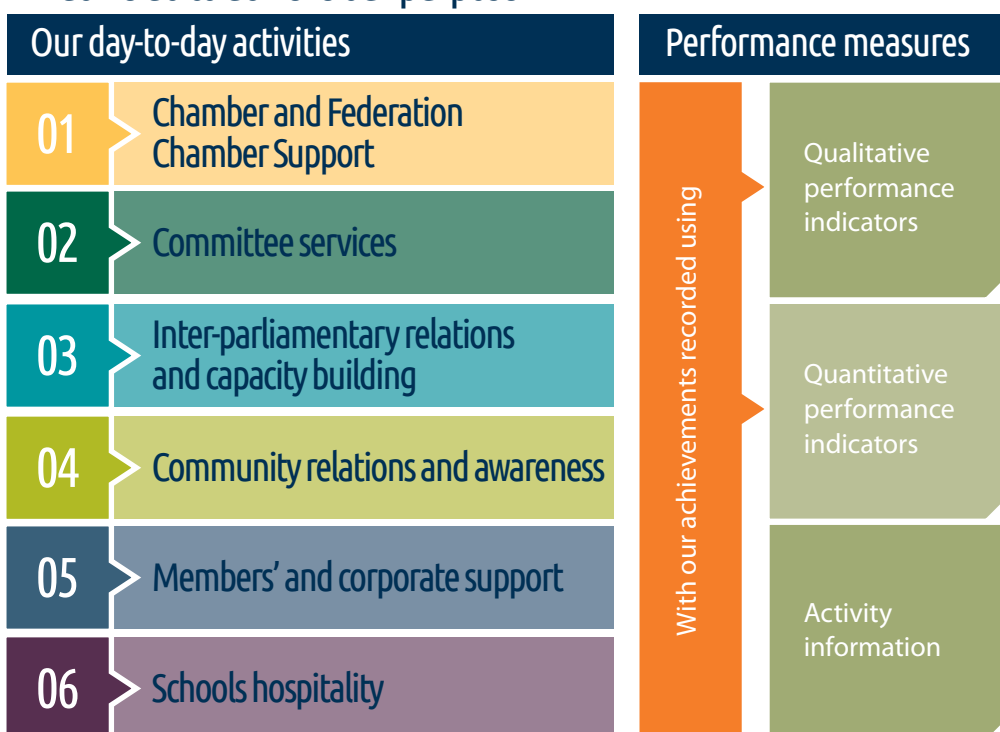
One of four departments of the Australian Parliamentary Service established under the *Parliamentary Service Act 1999*

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, risk and collaboration

Environment	Capability	Risk oversight and management	Collaboration
<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	<ul style="list-style-type: none">» Independent audit» Risk management» Business continuity» Financial compliance» Fraud control	<ul style="list-style-type: none">» Department of the Senate» Department of Parliamentary Services» Parliamentary Budget Office» Parliamentary Workplace Support Service

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 2023–24. The portfolio budget statements and corporate plan, developed towards the start of the reporting cycle, are the department's key strategic planning documents.

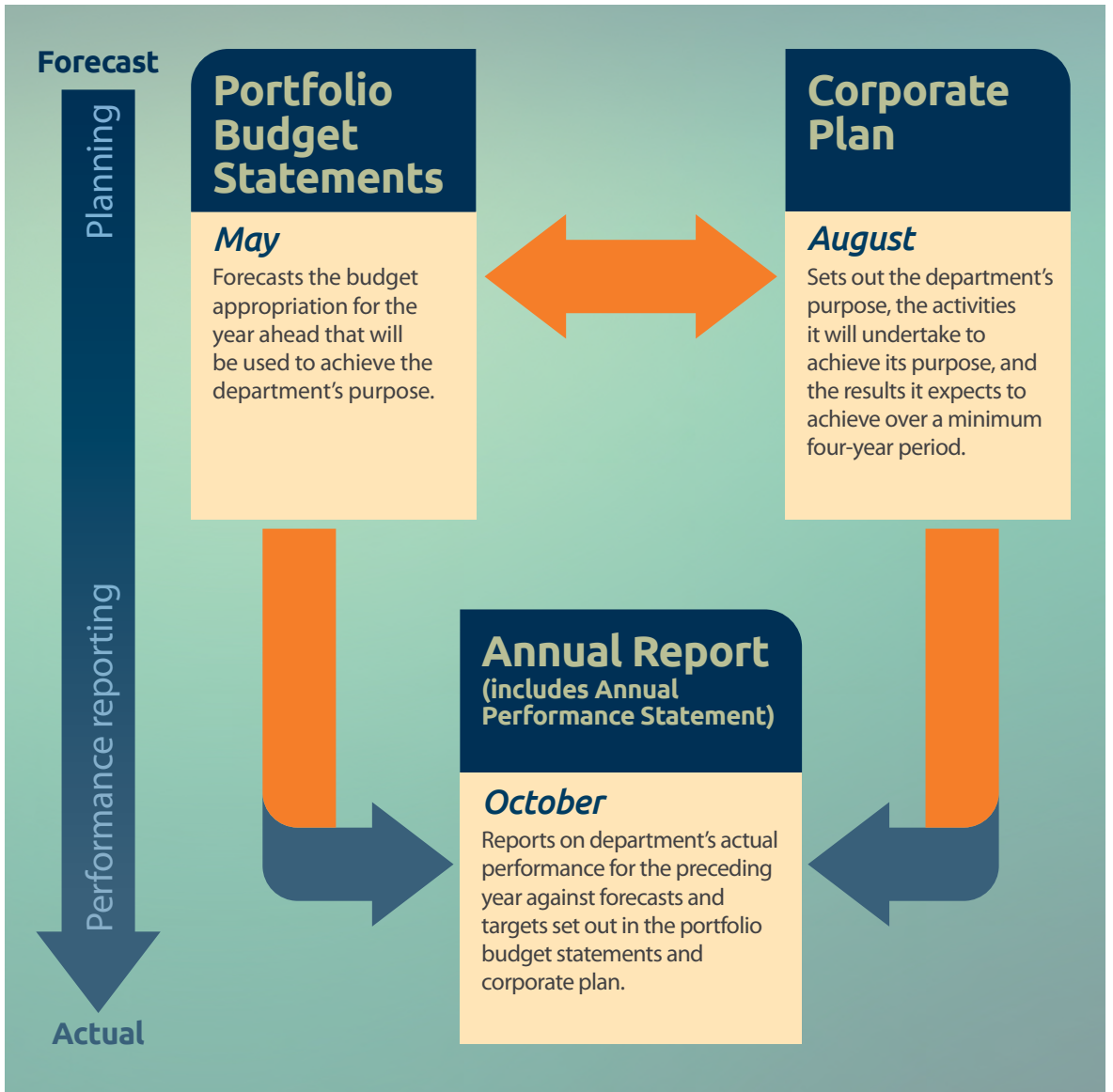
The portfolio budget statements describe how the department will use the resources allocated to it by the Parliament in the year ahead. It provides a forecast of performance against measures for the current year, and at a high level, prospective information on performance measures for the year ahead.

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



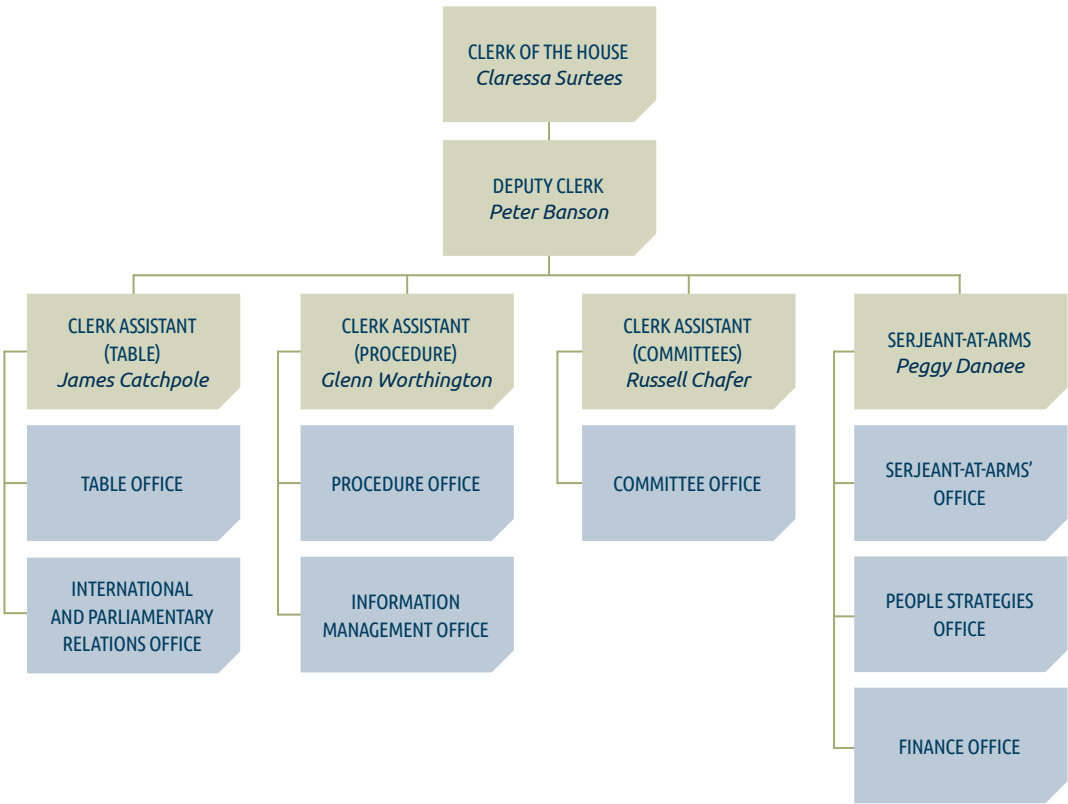
Purpose and organisational structure

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—2023–24 to 2026–27
 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.

The department has an ongoing commitment to strengthening the procedural capacity of the institution of Parliament through provision of additional procedural advice and increased learning opportunities for members and departmental staff.

The department also engages with the Australian community through information resources published on the parliament’s website, various social media platforms and educational seminars on topics including legislation, the Commonwealth budget process and the work of parliamentary committees.

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 parliamentarians, 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 and the work of parliament	●		
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 and external agencies in support of the wider parliamentary service		●	
Engagement as a client of DPS with respect to delivery and support for various IT systems		●	

Workforce capacity and capability

The department has a highly engaged and professional workforce with dedicated and capable employees. We remain committed to the health and safety of our workforce and the business continuity of the Parliament and continue to support strategies to ensure we are adaptable to future challenges. Our future workforce initiatives will continue to build on workplace flexibility and on developing our employee value proposition to attract and retain quality staff.

In 2023-24 the department will work to develop a new Enterprise Agreement and associated policies and guidelines, and renew our workforce plan, *Workplace Diversity, Equity and Inclusion Strategy*, and learning and development framework to help guide the department's approach to meeting its current and future workforce requirements.

The department will continue to develop its human resources information management system, focusing on embedding our performance management process as a new module, and developing further enhancements to automate processes. These measures will assist staff and managers with the performance management process and will deliver efficiencies for the department.

Factor	Extent of department's influence		
	Greater	Partial	Limited
The need for a specialist, highly professional workforce with capability 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, flexible working arrangements and opportunities for progression		●	
The need to foster a work environment that nurtures respect and belonging	●		

Business domain

The department 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.

The department continues to consider the impacts of changes to its work practices caused by COVID-19 responses, including embracing the new flexibility offered by online practices. The department is applying lessons learned through the challenges and opportunities presented by COVID-19, and in many operational areas will continue to adapt flexible and hybrid arrangements for service delivery.

The department will continue to work collaboratively with its staff, other parliamentary departments, other employees in the parliamentary workplace and parliamentarians to implement recommendations of the AHRC Independent Review into Commonwealth Parliamentary Workplaces. In particular, once the anticipated legislative changes are made to the Parliamentary Workplace Support Service, the department will work with the agency to monitor the effectiveness of existing protocols and make changes where required. The department continues to provide a safe and respectful workplace in Parliament House, where staff can contribute, ideas, develop skills, celebrate collective achievements, and feel supported.

Factor	Extent of department's influence		
	Greater	Partial	Limited
The parliamentary sitting calendar and key events in the parliamentary cycle, including the general election, leading to variable workloads			●
Limited resources, including the operating budget		●	
Client expectations of high service standards and low risk tolerance		●	
Opportunities and challenges associated with rapid changes in technology and changing client expectations for the delivery of services and information		●	
Development of 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			●
Effect of the COVID-19 pandemic on the work of the Parliament		●	
Shared responsibility to implement recommendations of the AHRC Independent Review into Commonwealth Parliamentary Workplaces, particularly where they are relevant to the department		●	

Departmental activities and performance measures

Key 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
- » 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
 - » providing procedural advice as Clerks-at-the-Table in the Chamber and Federation Chamber
 - » 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	2023–24	2024→27	Data source
Level of satisfaction among surveyed members with the quality and timeliness of chamber support, procedural and 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	Standards met on all occasions	Standards met on all occasions	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	2023–24	2024→27	Data source
Level of satisfaction among surveyed committee members with the standard of administrative and procedural support provided	90% satisfied	90% satisfied	Members' feedback including annual survey
Level of satisfaction among surveyed committee members with the standard of research and drafting support provided	90% satisfied	90% satisfied	Members' feedback including annual survey

Activity information

Number of committee meetings, including hearings and briefings

Hours of meetings

Number of committee reports

Together with 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, outgoing and virtual delegations and participation in relevant parliamentary organisations are undertaken in a manner that meets the expectations of the Presiding Officers and delegates
- » The sharing of information and expertise contributes to international parliamentary strengthening work and capacity building activities

Performance measures and targets	2023–24	2024→27	Data source
Level of satisfaction of Presiding Officers and delegates with arrangements for official incoming delegations	90% satisfied	90% satisfied	Feedback from the Presiding Officers and qualitative feedback from delegation stakeholders
Level of satisfaction of Presiding Officers and delegates with arrangements for outgoing delegations	90% satisfied	90% satisfied	Feedback from the Presiding Officers and qualitative feedback from delegation stakeholders
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 incoming delegations managed

Number and nature of outgoing delegations managed

Number and nature of parliamentary capacity building activities

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 meaningful programs to better understand the work of the Chamber

Performance measures and targets	2023–24	2024→27	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 participants

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 the management of key risks to work, health and safety to maximise the wellbeing of staff and members
- » setting and delivering on 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	2023–24	2024→27	Data source
Speaker's level of satisfaction with the overall quality of non-chamber support services provided, including accommodation, office support, transport coordination, salary processing and other members' support services	Very satisfied	Very satisfied	Feedback from the Speaker's Office 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 non-chamber support services provided, including accommodation, office support, transport coordination, salary processing and other members' support services	90% satisfied	90% satisfied	Members' feedback including annual survey

Activity information

Numbers 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	2023–24	2024→27	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, parliamentarians and school groups

Activity information

Number of visiting school students booked



Capability

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

Workforce capability

The department will continue to strengthen workforce capability and expertise to ensure it is suitably skilled into the future. The ability to provide advice and support to the Speaker, parliamentarians, the House of Representatives, and parliamentary committees is based on the knowledge, skills, and professionalism of departmental staff. There will be a continued focus on developing and sharing knowledge of parliamentary practice and procedure and the ability to apply that knowledge.

The department will also continue to invest in its future leaders. Digital skills and the ability to leverage technology will also be a continued focus of the department’s capability building activities in 2023–24.

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

- » attracting, supporting and retaining a diverse workforce of highly skilled professionals
- » developing parliamentary practice and procedural knowledge and skills across the department
- » 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
- » maturing the department’s risk management capabilities and culture
- » ensuring that all staff have the capability to contribute to a respectful and inclusive workplace.

Workforce capability—initiatives	2023–24	2024–25	2025–26	2026–27
Renew the department’s workforce plan and evaluate and monitor outcomes	●	●	●	●
Develop a new learning and development framework to assist in implementing effective professional development programs	●	●	●	●
Build a diverse workforce by increasing representation and fostering an inclusive culture	●	●	●	●
Continuous development of the new human resource information management system including further rollout of the performance management system	●	●	●	●
Broaden recruitment methods and channels to expand the pools of available talent	●			

Information capability

The department’s information systems are critical to its ability to support the House of Representatives, committees, and parliamentarians. The information created, managed, and published by the department is an asset for the nation. Public policy, stakeholder and audience expectations, the COVID-19 pandemic, and technological change continue to drive the department to progress the management, use and delivery of information.

The department’s information systems are primarily supported by DPS, and the department relies upon a range of several ageing, bespoke systems that are undergoing renewal. The department is seeing results from its engagement with DPS as critical systems have been replaced, and a program of replacement is underway.

The department continues to apply a risk-based approach to cyber security and works with DPS to promote cyber security awareness among staff. The department’s *Digital Strategy 2021-24* provides a framework and approach to a wide range of ICT challenges and opportunities. The principles underpin the department’s decision-making processes and resourcing. It is a tool to help drive innovation, better systems integration, and digital uplift.

Through the Knowledge Management Steering Committee, the department works to strengthen the information capability of all staff. The department works with other parliamentary departments to implement frameworks for digital preservation, and enhance capability in information management.

Information capability—initiatives	2023–24	2024–25	2025–26	2026–27
Progress critical ICT business systems enhancement and replacement program	●	●	●	●
Contribute to whole of parliament information initiatives	●	●	●	●
Strengthen information management practices in line with the principles of the NAA’s <i>Building Trust in the Public Record Policy</i>	●	●	●	●
Work with DPS to promote cyber security awareness among staff	●	●	●	●
Design training and development for staff to maximise the use of available information systems and tools	●	●	●	●

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. The department continues to enhance its digital publications and information offerings to meet the growing need for timely parliamentary information.

The department continues to deliver seminars online and in-person. The flexibility offered by the online format has proven to be popular with clients even now that COVID-19 restrictions have ceased. The department continues to explore new opportunities for face-to-face engagement activities. The My First Speech Competition has resumed, and the department will be actively involved with the coordination and arrangements for the 2023 APH Open Day.

The department will continue to implement initiatives associated with its Indigenous Engagement Strategy as it seeks to raise awareness of Aboriginal and Torres Strait Islander culture and aspirations among staff, and promote Aboriginal and Torres Strait Islander peoples' engagement with the House and committees supported by the department. The department will continue to be party to the Parliamentary Service Reconciliation Action Plan (RAP) and liaise with the Parliamentary Service Indigenous Employee Network (PSIEN) to assist in the implementation of initiatives in this area.

The department continues to seek to deliver information in ways that are easy to understand, including by using a range of platforms and formats. The department is working on a project to better present statistics on the operation of the House of Representatives. Additionally, a suite of short videos explaining elements of House practice and procedure is being progressively rolled out on the department's YouTube channel and promoted via other social media.

Community awareness—initiatives	2023–24	2024–25	2025–26	2026–27
Grow audiences to expand the reach of information	●	●	●	●
Review information offerings to ensure availability across a range of platforms and channels	●	●		
Measure effectiveness of offerings through ongoing reporting frameworks	●	●	●	●
Create innovative systems and processes to deliver information	●	●	●	●
Implement initiatives associated with the Indigenous Engagement Strategy and evaluate and monitor outcomes	●	●	●	●
Improve the presentation of statistics on the work of the House of Representatives on the Parliament's website	●	●	●	●

Stewardship

The department has an ongoing commitment to uphold the institutions of the Parliament, and of the House in particular, with its history, traditions and procedures. This commitment to stewardship derives from the strong elements of continuity and expertise 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 Australia's parliamentary institutions is important in the ongoing global environment where trust in democratic institutions continues to be under challenge.

In line with the department's imperative of building procedural capability, resources continue to be developed and refined for the House's diverse audiences in collaborations across the department. 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	2023–24	2024–25	2025–26	2026–27
Promote the work of the House and parliament to provide clarity and improve awareness of the institutions	●	●	●	●
Continue the drafting process for the principal procedural reference, <i>House of Representatives Practice</i> , 8th ed	●	●	●	
Deliver training programs for departmental staff to build procedural capability	●	●	●	●
Develop and maintain procedural knowledge resources for those with an interest in House operations	●	●	●	●
Provide professional development opportunities for members and their staff to assist them in their parliamentary roles	●	●	●	●

Risk oversight and management

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

Independent audit and assurance

The department's Audit and Risk 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 and Risk Committee consists of an independent chair and two independent members who are not officials of any Commonwealth agency. The committee meets at least four times per year and is supported by a departmental secretariat.

The department's Strategic Internal Audit Plan supports existing assurance frameworks while assisting with identifying and addressing department-wide risks and control issues. A revised plan for 2023–24 was reviewed by the Executive in July 2023 and will inform internal audit activity over the next two years.

The four parliamentary departments have agreed on a new interim Memorandum of Understanding (MOU) for the provision of ICT services by DPS. Current negotiations to finalise the detailed MOU are being informed by the audit recommendations of the ICT capability, project and risk review conducted jointly with the Department of the Senate in 2022.

The Strategic Internal Audit Plan is reviewed annually to ensure it continues to be aligned with areas of highest priority. Outcomes of internal audits, and any recommendations arising, are reported to the department's Executive for response and to the Audit and Risk 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, through the department's intranet.

A total of eight key strategic risks are identified in the department's Risk Management Plan. These risks relate to:

- » strengthening the department's leadership and management capabilities
- » ICT capability
- » resourcing and staff capability
- » service delivery
- » collaboration with other parliamentary departments
- » work health and safety.

The department has a monitoring and reporting framework, requiring regular reporting on risks and risk treatments to the Executive. The department's Audit and Risk 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 biennial Comcover Risk Management Benchmarking Program survey. Results from this survey in 2023 indicate that the department has a risk maturity of 'embedded'. This is the second highest rating available and the maturity level the department identified as its goal. The next survey is scheduled for 2025.

The department will continue to focus on improving its risk capabilities and culture. Over the four-year period the department will further embed risk management into its business processes. To support this, the department has identifiable risk champions across all program areas to lead and support activities addressing risk and encourage effective risk management practices and will provide specific online and in-person training for all staff involved in managing risk.

Business continuity

The department is vigilant in ensuring business continuity arrangements are appropriate to the current environment and circumstances. This approach 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 at least every 18 months. To ensure business continuity preparedness across the department, the program of scenario-based exercises engages with different work areas, under the oversight of the Business Continuity Network.

Financial compliance

In order to meet the requirements of the Public Governance, Performance and Accountability Act (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 at least quarterly to the Executive and the department's Audit and Risk 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 across categories including information management, finance 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 e-learning course undertaken at induction for new staff or every two years for all staff.

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 Framework: the parliamentary service*. This document outlines the common purpose of the four departments while recognising the unique nature of their individual responsibilities and capabilities. Building on the strong working relationships across the parliamentary service, the document is intended to guide the ongoing collaborative approach between the parliamentary departments.

We continue to implement actions identified in the Australian Parliamentary Service *Reconciliation Action Plan 2019–22*. This plan articulates the collective vision and commitment to establishing respectful, sustainable and enduring partnerships between the Australian Parliamentary Service and Aboriginal and Torres Strait Islander peoples. A new Reconciliation Action Plan for 2022-25 will be implemented by the parliamentary departments.

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

The working environment at Parliament House is under continuing external scrutiny and collaborative work continues to respond to relevant recommendations of external reviews. As noted earlier, once the anticipated legislative changes are made to the Parliamentary Workplace Support Service, the department will work with the agency to monitor the effectiveness of existing protocols and make changes where required.

Collaboration—initiatives	2023–24	2024–25	2025–26	2026–27
Continue to act in support of the <i>Strategic Framework: the parliamentary service</i>	●	●	●	●
Continue to implement actions specified in the <i>Reconciliation Action Plan 2019–22</i> and to work towards a future plan	●	●		
Monitor service level agreements with other parliamentary departments to ensure the department’s needs continue to be identified and met	●	●	●	●
Continue to influence the development of a ‘whole-of-parliamentary service’ culture and governance	●	●	●	●
As appropriate, engage and respond on implementation of relevant recommendations of the AHRC Independent Review into Commonwealth Parliamentary Workplaces	●	●	●	●

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	Key activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	13
4	Operating context	For the entire period covered by the plan, the following: (a) the environment in which the entity will operate; (b) the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes; (c) a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed; (d) details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes; and (e) how any subsidiary of the entity will contribute to achieving the entity's purposes.	10 20 24 27 N/A
5	Performance	For each reporting period covered by the plan, details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: (a) specified performance measures for the entity that meet the requirements of section 16EA; and (b) specified targets for each of those performance measures for which it is reasonably practicable to set a target.	13

Corporate Plan

2023-2024