



PARLIAMENT OF AUSTRALIA
DEPARTMENT OF PARLIAMENTARY SERVICES

CORPORATE
PLAN

22

23



DPS acknowledges the Ngunnawal and Ngambri people, the traditional custodians of the land on which Australian Parliament House is situated, an area where people have met for thousands of years.



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SECRETARY'S FOREWORD

Despite the challenges arising from the continuing pandemic, and other external circumstances, I am pleased to confidently state that as a department we have demonstrated our commitment to excellence in service delivery, and resilience in the face of constant change.

As we have embraced living and working with COVID-19, and other disruptions to business-as-usual, the experience gained in evolving our services and workplace has helped us to meet new challenges, consolidate learnings and build on our strong foundations. The DPS Corporate Plan for 2022-23 outlines how we will implement our strategic workforce plan; invest in our people to build on the consistent improvements we've seen in our workplace culture; and equip our staff with the skills, attributes and knowledge they need to thrive in a changing environment.

The key activities within our Corporate Plan align to these goals, support our strategic priorities and underpin our purpose. The plan provides a clear direction for our department over the coming year. It will contribute to the longer term work of the strategic workforce planning project, helping to recruit and develop the capabilities required to meet our strategic priorities.

We continue to meet the changing needs of the Parliament through the capital works program and growing our digital capacity. The capital works program delivers infrastructure, safety and amenity for building occupants now, and over the building's aspirational 200-year lifespan. Our digital and cyber capabilities are modified to enhance and protect parliamentary systems and improve access to the work of the Parliament.

In addition, over the past year we commenced work on the implementation of recommendations in the *Review of the Parliamentary Workplace: Responding to Serious Incidents* by Stephanie Foster PSM, and the *Set the Standard: Report on the Independent Review into Commonwealth Parliamentary Workplaces* by Kate Jenkins. This work will continue in close collaboration with Ms Kerri Hartland, Chair of the Parliamentary Leadership Taskforce, other relevant departments, and implementation working groups.

Parliament House remains an icon of Australia's system of parliamentary democracy. Our role in helping to enhance Parliament's engagement with the community is vital to help all Australians and other visitors understand our national identity, and civic history, reflected in the architecture, art collections and experiences of visiting Parliament House. We continue to enhance digital access for those who can't visit in person, as well as enhancements to our retail and tourism offerings.

We remain committed to the effective stewardship of Parliament House. This role involves more than simply maintaining the grounds and building. We work closely and constructively with the administrators of the moral rights of architect Romaldo Giurgola in the design of Parliament House on matters relating to proposed building changes in accordance with our established framework. This year we will reach a significant milestone finalising the Architect's Design Intent for Parliament House Canberra the Central Reference Document, to support our department in ensuring that the building continues to meet the needs of a working parliament while ensuring the original building character, as agreed to by the parliament, is maintained.



The 2022-23 Portfolio Budget Statement indicated that the department was successful in obtaining \$29.7 million in additional administered capital funding over four years for security related infrastructure, and \$150,000 to undertake a feasibility study for the establishment of a Parliamentary Health and Wellbeing Service, as recommended in the *Set the Standard: Report on the Independent Review into Commonwealth Parliamentary Workplaces*.

In 2020 we successfully made a case for an increase in our core services budget to offset the increase in non-discretionary costs and the erosion caused by efficiency dividends. Approximately 90% of the DPS budget is directed towards the cost of the operation and maintenance of Parliament House and frontline services. The core services funding was appropriated for 2 years, requiring DPS to resubmit our case. The bid was unsuccessful and the DPS operating budget appropriation for core services will decrease by \$3.9 million per year from 1 July 2022. The department must identify and implement savings that will impact on services to the Parliament. Measures will also be taken to increase own-source revenue where feasible. Any changes implemented to meet budgetary constraints will be reflected in future corporate reporting.

The unique challenges of recent years have allowed the resilience and commitment of our people to shine. Adapting to rapidly changing circumstances has required our teams to meet strategic priorities in new and innovative ways. The DPS Corporate Plan 2022-23 shows how, over the next 12 months and in the years ahead, we will measure the performance of programs and activities that support our purpose.

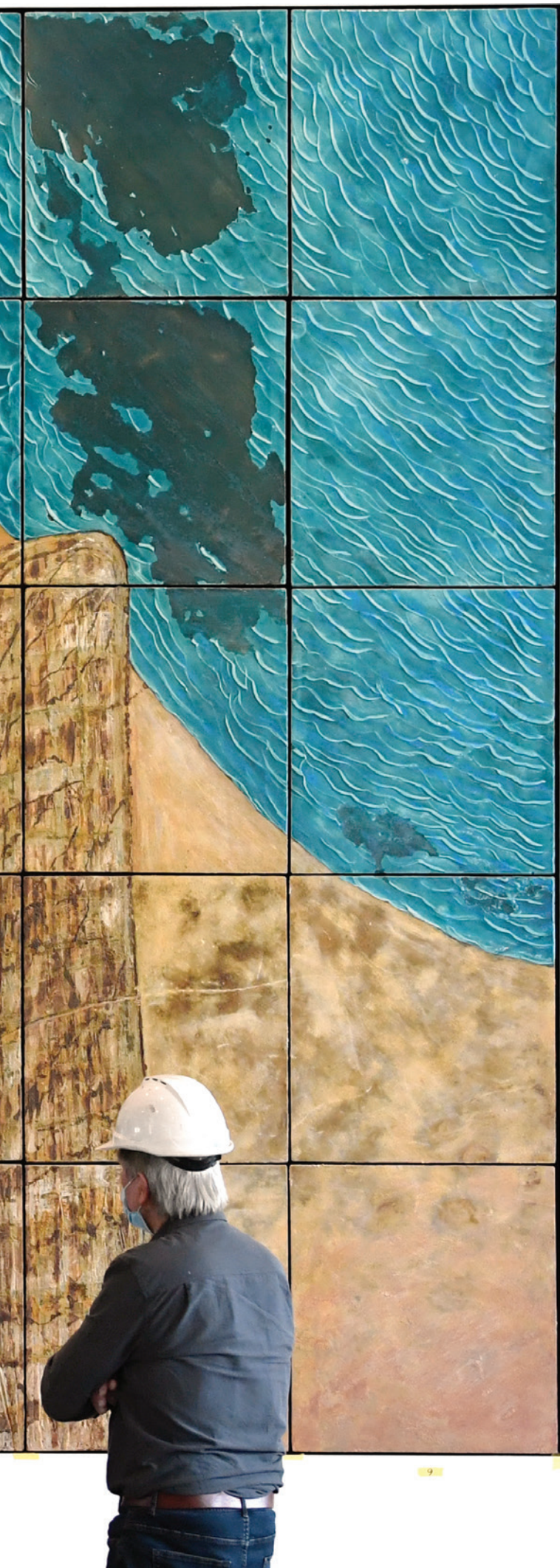
I, Rob Stefanic, as the accountable authority for the Department of Parliamentary Services am pleased to present the 2022-23 Corporate Plan as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). This plan covers the period 2022-23 to 2025-26 and aligns to our 2022-23 Portfolio Budget Statements (PBS).

Rob Stefanic

DPS Executive Committee (L–R): Matt O’Brien, First Assistant Secretary, Finance and Property Services, Cate Saunders, Deputy Secretary, Rob Stefanic, Secretary, Dr Dianne Heriot, Parliamentary Librarian, Liz Luchetti, First Assistant Secretary, Corporate Services, Constantinos Syfris, Acting Chief Information Officer.

Michael RAMSDEN (1944–2016) and Graham OLDROYD (born 1953) *River Odyssey Mural* (detail: *Coastal river*), 1986–1988, Art/Craft Program, Parliament House Art Collection, Department of Parliamentary Services, Canberra ACT.





INTRODUCTION

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

The 2022–23 Corporate Plan is aligned with our Portfolio Budget Statements (PBS) 2022–23.

The DPS PBS has one outcome and two programs which is supported by three strategic priorities in our Corporate Plan.

DPS will report to what extent we have achieved our purpose as outlined in this Corporate Plan in our 2022–23 Annual Performance Statements.

Members of the Art Collections section remove panels from *River Odyssey Mural* in Mural Hall for restoration works.

Michael RAMSDEN (1944–2016) and Graham OLDROYD (born 1953) *River Odyssey Mural* (detail: *Coastal river*), 1986–1988, Art/Craft Program, Parliament House Art Collection, Department of Parliamentary Services, Canberra ACT.

OUR PURPOSE

Our purpose is to support the work of the Australian Parliament by providing effective, high quality and sustainable services to parliamentarians and building occupants. As custodians of Parliament House we are responsible for delivering a broad range of services and experiences that enable engagement with the parliamentary process.

We are proud to be the custodians of Parliament House as the preeminent symbol of Australian parliamentary democracy and as a significant visitor destination.

OUR MISSION

To support the Parliament and parliamentarians through innovative, unified, client and community focused services.

OUR STRATEGIC PRIORITIES

We have three strategic priorities that guide our planning and performance framework:

- respond to the changing needs of the Parliament
- enhance the Parliament’s engagement with the community, and
- effective stewardship of Parliament House.

KEY ACTIVITIES

Strategic priority: respond to the changing needs of the Parliament

This priority aims to ensure flexibility and adaptability in the delivery of accessible services to Parliament. It relates to PBS 2022-23 Outcome 1 Program 1.1. We will measure and report our progress towards ensuring we have effective infrastructure, systems and services to enable the Parliament. This will be achieved through the following outcomes:

- our information systems deliver timely and secure information and services to parliamentarians
- the Parliamentary Library remains our clients’ preferred and trusted source of high-quality information, analysis and advice, and
- we are agile to adapt to challenging conditions and ensure the Parliament can continue its work securely and without disruption.

Our key activities	2022-2023 Target
Ensure technology and infrastructure planning reflects the current and future needs of the Parliament, including secure access to digital information.	Ongoing
Continual review of physical security and cybersecurity systems and processes.	Ongoing
Maintain and enhance the flexible and accessible delivery of advice, information, research and services to reflect the current and evolving needs of our clients.	Ongoing
Ensure the work of the Parliament is recorded, reported and accessible.	Ongoing
Support the implementation of DPS-specific recommendations from the <i>Review of the Parliamentary Workplace: Responding to Serious Incidents</i> and the <i>Set the Standard: Report on the Independent Review into Commonwealth Parliamentary Workplaces</i> .	Multi-year implementation

Strategic priority: enhance the Parliament's engagement with the community

This priority aims to improve accessibility and quality of services to enhance community engagement with the Parliament. It relates to PBS 2022-23 program 1.1. We will measure and report our progress towards the following intended outcomes:

- enhanced visitor and cultural experience and community engagement with the work of Parliament, and
- enhanced digital access to parliamentary information for the community to engage easily with the parliamentary process.

Our key activities	2022-2023 Target
Enhance digital engagement with parliamentary content.	Ongoing
Continue to develop our physical visitor experience at Parliament House.	Ongoing
Ensure our retail and event services to occupants and business visitors enables the Parliament.	Ongoing
Support the Parliament's engagement with the community and initiatives to help develop parliamentary democracy through the use of media, social media and collaborative relationships.	Ongoing

Strategic priority: effective stewardship of Parliament House

This priority aims to ensure effective stewardship of Parliament House by developing and implementing design and maintenance programs to effectively manage the assets of Parliament House and the precinct. It relates to PBS 2022-23 program 1.1 and 1.2. We will measure and report our progress towards the following intended outcomes:

- ensure adaptations of the building's uses follow our management of the Design Integrity Framework
- ensure a secure environment while maintaining public accessibility
- effectively manage all assets within Parliament House including collections, and
- maintain Parliament House and the precinct as befits its status as an iconic building and location of national significance.

Our key activities	2022-2023 Target
Develop and implement asset maintenance programs to effectively maintain the Parliamentary precincts.	Ongoing
Embed the Management of Design Integrity Framework to ensure changes maintain or enhance the building and its precincts.	Ongoing
Develop and implement appropriate strategic and timely proposals for any adaptation of building uses while respecting the design intent for Parliament House.	Ongoing
Provide a safe and accessible environment for building occupants and visitors.	Ongoing

OPERATING CONTEXT

Operating environment

The COVID-19 pandemic continues to influence our operating environment. The impacts have included supply chain challenges, contractor availability, workforce shortages, unpredictable visitor patterns and flow on effects of global civil unrest such as protests and cyber activity. Despite these challenges, we have demonstrated commitment to service excellence, the ability to adapt to rapidly changing circumstances, evolve our business risk and continuity plans, and meet stakeholder needs in relation to infrastructure and operations.

As the home of Australian parliamentary democracy, Parliament House and the surrounding precincts will continue to be a public gathering place for protest activity. Security and safety mechanisms are regularly reviewed to ensure the safety of building occupants and visitors. Physical security is managed with partner agencies, and being ready for all contingencies is a significant part of our planning processes. We also work to mitigate against increasing cyber threats. In 2022-23 and subsequent years, we will continue to bolster our cyber defences, enhance the security of the parliamentary computing network, and work with stakeholders to help them understand their role in mitigating risk.

Our commitment to service excellence continues to underpin our interactions with stakeholders and will help to identify new opportunities to achieve our purpose. During 2022-23 we will implement measures to enhance engagement with the community, including revitalising public programs and creating new digital content based on the Parliament's art collections. This work recognises our important role in helping the community to access Parliament, engage with Australia's democratic traditions and participate in civics and citizenship activities.

Cooperative arrangements

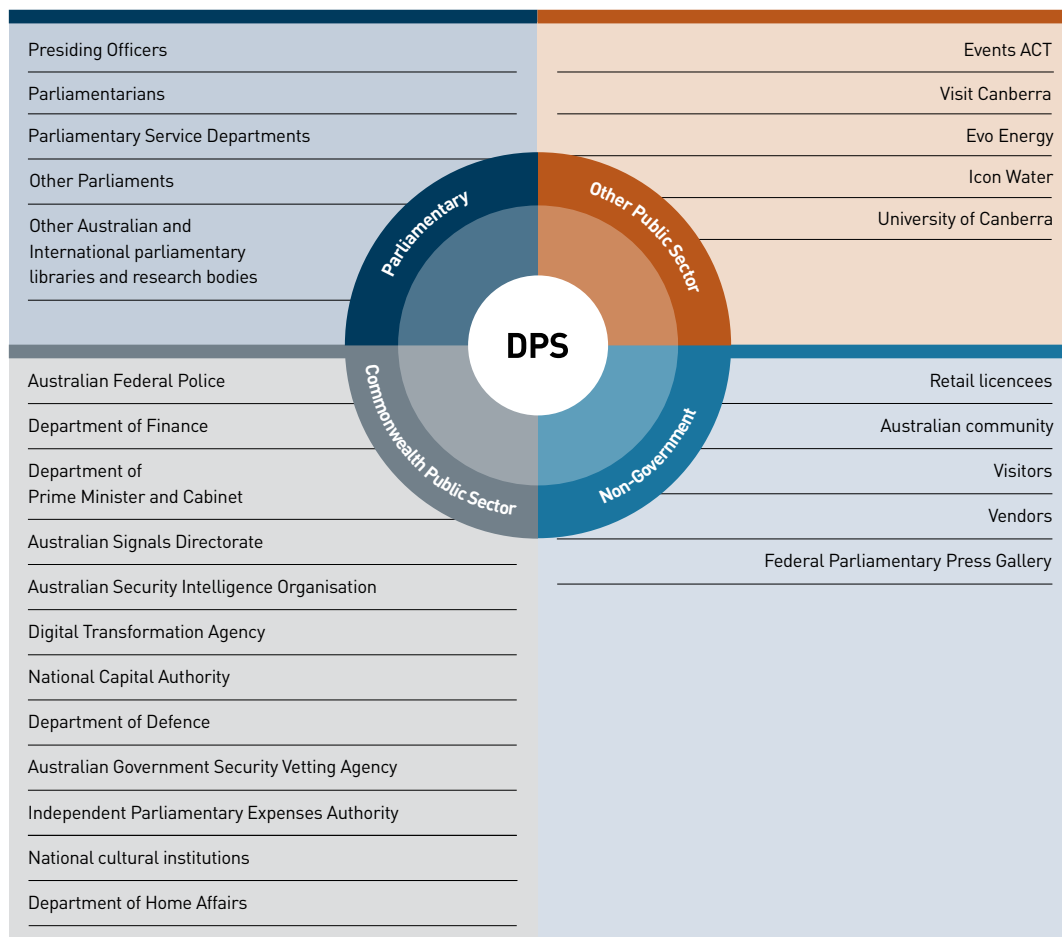
Cooperation and partnerships at many levels are vital to our work. The department's stakeholder relationships are diverse and complex, reflecting the breadth of services we provide.

Figure 1 provides an overview of the organisations and individuals with whom DPS has cooperative arrangements in place with parliamentary, Commonwealth and ACT public sectors, and with non-Government stakeholders. Relationships with our stakeholders serve administrative, advisory and collaborative purposes. They enable us to deliver our priorities and achieve our purpose. In implementing this Corporate Plan, we will continue to strengthen these relationships and build on past achievements.

Cooperative arrangements enable DPS to implement and integrate the Parliament's technology requirements, ensuring secure access to digital information. Relationships with the public sector include close working relationships with Australia's national security and intelligence agencies, and the value of these arrangements has been proven time and again, particularly in relation to ensuring cyber security.

During the planning cycle covered by this Corporate Plan we will work with colleagues from across the public service to support the effective implementation of recommendations from the *Review of the Parliamentary Workplace: Responding to Serious Incidents* and the *Set the Standard: Report on the Independent Review into Commonwealth Parliamentary Workplaces*.

FIGURE 1: Key cooperative arrangements



Our work with ACT Government agencies helps us enhance Parliament's engagement with the community. We support and actively participate in a range of campaigns and activities that raise awareness of the values and history associated with Australia's successful model of parliamentary democracy.

Organisational capabilities

During 2022-23 DPS will continue to consolidate our workforce capability, build a culture of innovation, and focus on service excellence for our clients. Enhancing our digital capability remains a high priority, as we strive to provide safe, secure, and accessible technologies in a rapidly changing digital environment.

WORKFORCE CAPABILITY AND CULTURE DEVELOPMENT

We remain committed to a strategic yet pragmatic approach to building workforce capability. DPS is distinguished by the wide range of professions and trades that are required to serve the Parliament and ensure effective stewardship of one of the nation's most iconic buildings. Our regular employee engagement surveys indicate positive engagement, culture and working relationships across the department. Pleasingly, our results indicate a trend of continuous improvement, reflecting a commitment over recent years to drive culture change. The objectives of this program of work sought to focus our workforce on values-based leadership, living our values, building capability and establishing a culture of high-performance.

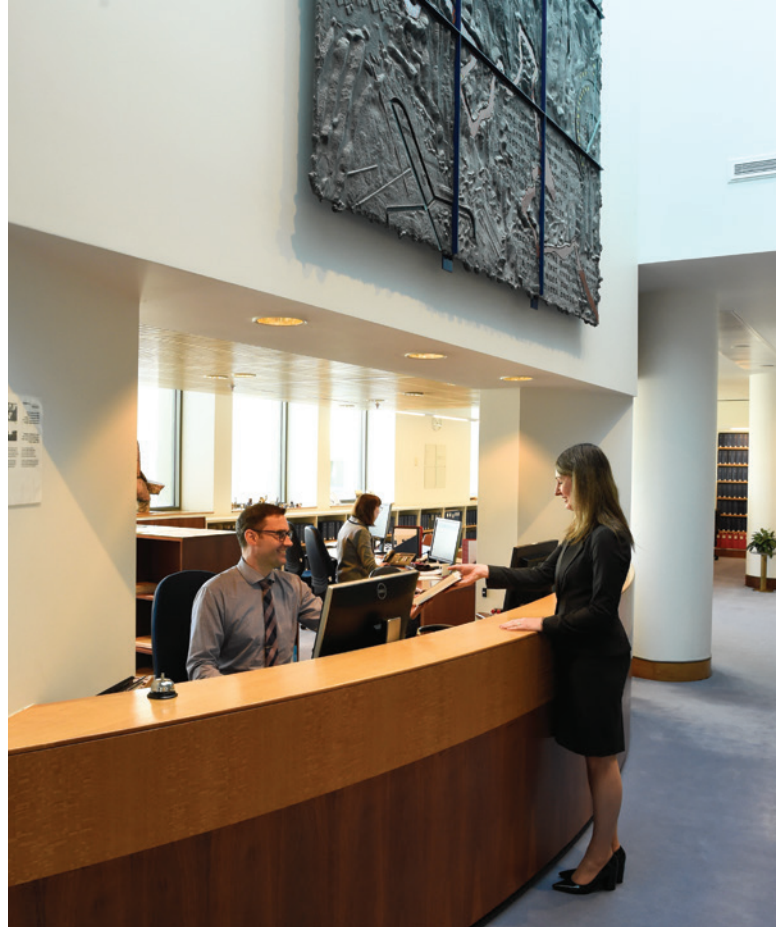
Our highly capable and diverse workforce is our greatest asset. Ensuring our workforce capability over the long term requires a strategic approach to monitoring our requirements and understanding the factors that affect attraction and retention of specialist skills. Like many organisations the pandemic has created new workforce challenges for DPS. A competitive labour market, shortage of skilled and qualified talent and a shift in what employees want have been our biggest challenges.



During 2022-23 we will continue our cultural transformation based on collective values and behaviours across the department. This will be driven through our People Plan, which includes a focus on developing an agile and high-performing organisation. Recognition and retention strategies will ensure we attract, identify and develop staff to enhance their capabilities. To achieve this, we will remain committed to:

- entry level programs
- internal mobility
- building internal capability to support career progression
- mentoring and leadership development
- flexible workplace practices
- innovative recruitment methods, and
- adapting our Employee Value Proposition to remain competitive.

We will continue to build a diverse workforce and uphold a culture with diversity and inclusion at the forefront of our thinking.



EMBEDDING INNOVATION

We are building a culture where all employees are empowered to contribute ideas to improve services and the effectiveness of our work environment. The DPS Innovation Council, comprising staff from all areas of DPS, promotes staff engagement and idea generation, while assisting the department's executive to promote a culture of innovation.

In the 2021–22 reporting period we launched an innovation framework to formalise and develop the excellent work already undertaken by our committed Council members. In 2022–23 the framework will continue to be implemented, realising further benefits from this initiative.

DIGITAL CAPABILITY

Experience gained in managing the varied impacts of COVID-19, combined with increasing stakeholder expectations, heightened scrutiny, emerging digital technologies and ongoing cyber security threats, will shape enhancements to our digital capability during 2022–23.

We will review the Australian Parliament Digital Strategy 2019–22 and the roadmaps that guide our investment in technology.

During 2022–23 we will continue to transition our business systems to secure cloud platforms and expand our capability to support remote working, web-based video conferencing and virtual participation in parliamentary work.

OUR RISK OVERSIGHT AND MANAGEMENT SYSTEMS

DPS operates in a dynamic and demanding environment, with a high degree of uncertainty, visibility and political interest. We manage risk in operational, commercial, compliance and other contexts. Our business may be impacted, at short notice, by the actions and decisions of individuals and organisations, domestic and international, government and non-government. In some instances environmental impacts affect our operations. Our risk management approach is prudent, based on mitigation where practicable, and is carefully monitored and managed.

The DPS Risk Management Framework provides a set of policies, processes, and structures to help staff successfully identify and engage with risks on a daily basis. The Framework complies with the Commonwealth Risk Management Policy, which supports the requirements of section 16 of the PGPA Act and includes the 11 principles set out in the AS/NZS ISO 31000:2018 – Risk Management guidelines to manage risk effectively.

Strategic risks

Strategic risks are defined as those that could impact the department's ability to achieve our purpose or high-priority activities. They are identified and managed by senior executive staff, with ownership of the risks at the DPS Executive Committee level. In each case, the risk identifies the principal causes of the risk, controls, and additional measures to acceptably manage the risk.

DPS' strategic risks are:

DPS Strategic Risks	
1. Delivering our services	DPS adapts to changing needs and continues to effectively support the functioning of Parliament
2. Maintaining and enhancing our capability	DPS develops and maintains the necessary capability to deliver its services
3. Information management	DPS maintains and has access to accurate, complete and timely information
4. Collaboration and organisational relationships	DPS effectively collaborates and communicates
5. Financial sustainability	DPS ensures the financial sustainability of its programs and projects
6. Protective security	DPS effectively balances a robust security environment with expectations for facilitation
7. Safety and wellbeing	DPS creates and maintains a safe environment for building occupants and visitors
8. Design Integrity	DPS embeds a culture of respect for the design integrity of the building and landscape
9. Value and confidence	DPS demonstrates its value and maintains the confidence of its clients

During 2022–23 we will refresh our staff understanding and familiarity with the DPS Risk Appetite Statement and Risk Management Policy and Framework. The DPS Executive Committee will work towards maturing staff understanding of risk matters as they apply to DPS work environments, and grow staff capacity and confidence to document and manage risks appropriately, and enhance the department's overall risk culture.

Risk appetite and assurance

Our Risk Appetite and Tolerance Statements were reviewed and updated during 2021–22, defining the type and amount of risk that DPS is prepared to accept or avoid. The risk appetite statement influences and guides decision making, clarifies intent and ensures business decisions and activities align with the capacities and capabilities of DPS. It defines risk acceptability in achieving our strategic outcomes, and guides informed decisions when developing new services, improving efficiency or reducing delays in achieving our objectives. It also guides us to address unacceptable risk, if identified.

The department's assurance activities include internal and external audits and management assurance. These are a critical part of ensuring a positive risk culture. The DPS Audit Committee provides independent advice to the Secretary about the effectiveness of the risk management framework.



OUR PERFORMANCE

Our performance map (Figure 2) is used to plan, monitor, evaluate and report on our performance and how effectively it supports our purpose. The performance map outlines the responsible service areas, performance criteria, data sources and intended results for each strategic priority.

Mapping performance strengthens our accountability, ensures we remain focused on our core business, and helps us to improve our:

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

To enable comparison, the outcome and program objectives provided in the Portfolio Budget Statement align with our strategic priorities. In 2022-23 we will review our performance criteria to meaningfully report against our purpose in the future.

Assurance mechanisms currently in place include an annual sign-off by senior executive staff responsible for performance measures, regular reporting to the DPS Executive Committee and review by the DPS Audit Committee.

FIGURE 2: DPS performance map

Business Area	Performance Measure	Target	Source	2021-22	2022-23	2023-24	2024-25
Strategic Priority: Respond to the changing needs of the Parliament							
Catering and Events	Satisfaction with food, functions, and events	85%	Satisfaction surveys	●	●	●	●
Hansard and Parliamentary Broadcasting	Proof Hansard reports delivered within agreed timeframes when parliament sits its regular scheduled hours	85%	Self-reporting	●	●	●	●
	Proof Hansard reports delivered within agreed accuracy parameters	85%	Self-reporting	●	●	●	●
	Broadcasting systems availability	90%	System statistics	●	●	●	●
Parliamentary Library	Satisfaction with service quality and responsiveness	90%	Library survey	●	●	●	●
Information Services	Satisfaction with service quality (responsiveness and resolution)	85%	Satisfaction surveys	●	●	●	●
	System availability (core parliamentary systems)	90%	System statistics	●	●	●	●
	Projects delivered according to planned program milestones (design, tender, contract, completion)	85%	Self-reporting	●	●	●	●
	Projects delivered within budget against milestones	85%	Self-reporting	●	●	●	●
Strategic priority: Enhance the Parliament's engagement with the community							
Visitor Engagement	Satisfaction with customer service experience (security, concierge and visitor guides)	85%	Satisfaction surveys	●	●	●	●
	Satisfaction with APH experience overall (exhibits, facilities, tours and programs)	85%	Satisfaction surveys	●	●	●	●
Strategic priority: Effective stewardship of Parliament House							
Property Services	Satisfaction with facilities availability and building condition (maintenance and appearance)	85%	Satisfaction surveys	●	●	●	●
	Satisfaction with landscape condition and appearance	85%	Satisfaction surveys	●	●	●	●
	Satisfaction with service responsiveness (effective resolution of service calls)	85%	Satisfaction surveys	●	●	●	●
	Projects delivered within budget against milestones	85%	Self-reporting	●	●	●	●
Design Integrity	Effective functioning of design integrity process	Effective/ ineffective	Survey of moral rights administrators	●	●	●	●

APPENDIX A – LIST OF REQUIREMENTS

The DPS Corporate Plan 2022–23 has been prepared in accordance with the requirements of:

- subsection 35(1) of the Public Governance, Performance and Accountability (PGPA) Act, and
- the PGPA Rule 2014.

The table details the requirements met by the DPS Corporate Plan 2022–23 and the page reference(s) for each requirement.

Requirement	Matters to be included	Page
Introduction	The following: <ol style="list-style-type: none"> a statement that the plan is prepared for paragraph 35(1)(b) of the Act the reporting period for which the plan is prepared, and the reporting periods covered by the plan. 	3
Purposes	The purposes of the entity	6
Key activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	6
Operating context	For the entire period covered by the plan, the following: <ol style="list-style-type: none"> the environment in which the entity will operate the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes 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, and 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. 	8
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: <ol style="list-style-type: none"> specified performance measures for the entity that meet the requirements of section 16EA, and specified targets for each of those performance measures for which it is reasonably practicable to set a target. 	14

