



DEPARTMENT OF THE  
HOUSE OF REPRESENTATIVES

# Corporate Plan

2017–2018



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DEPARTMENT OF THE  
HOUSE OF REPRESENTATIVES

# Corporate Plan

2017–2018







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David Elder  
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 2017-18, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (the Act).

The plan, which covers the periods 2017-18 to 2020-21, sets out the purpose of the department, the activities undertaken by the department to achieve that purpose, and measures used by the department to assess its performance. The plan also describes the environment in which the department operates, 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.

**David Elder**





## Who are we?

### Department of the House of Representatives

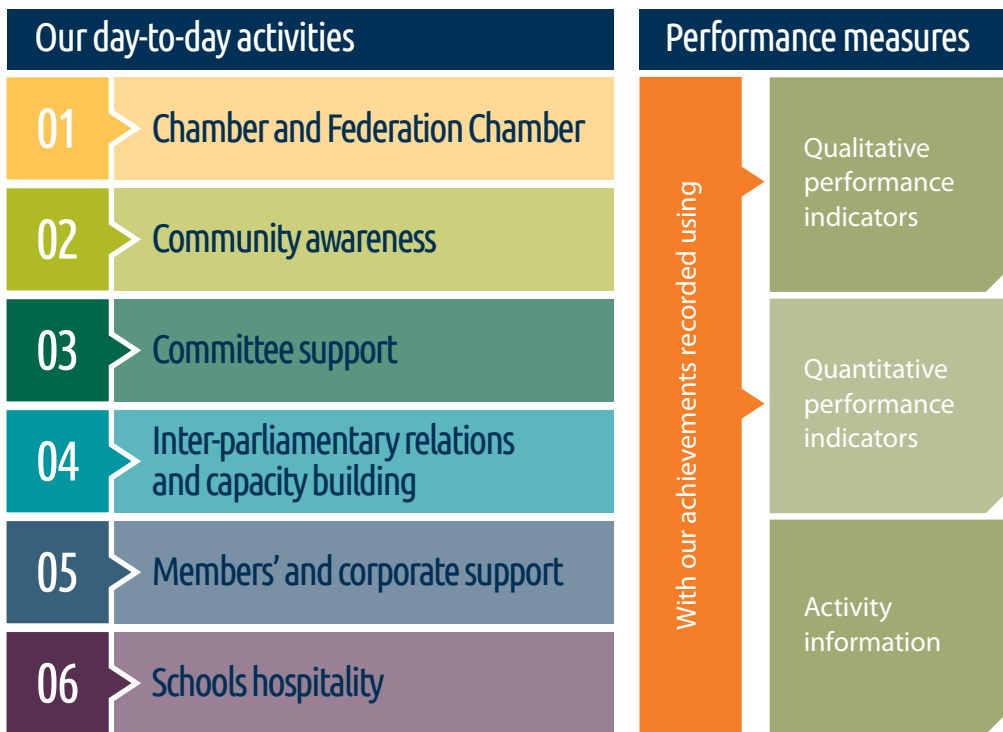
One of four departments of the Australian Parliamentary Service established under the *Parliamentary Service Act 1999*

## Why are we 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 do we do?



## How do we do it?



# 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 2017-18. 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 actual 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 includes an analysis of factors that have impacted on performance.

**Figure 1: Planning and reporting framework and cycle 2017-18**



# What is in the corporate plan?

The department is required by law to include certain information in its corporate plan. A table at the back of the plan shows how these legislative requirements have been met.

The sections of the corporate plan can be read in sequence to provide a detailed picture of the department's work for 2017-18 and through to 2020-21.

## Who are we?

The corporate plan identifies the department as one of four departments of the Australian Parliamentary Service, established under legislation to provide efficient, effective and non-partisan service to the Parliament.

## Why are we here?

The plan sets out the department's purpose. This is a statement of the reasons the department exists, its principal role and objectives.

## What do we do?

The plan describes the six activities that make up the department's day-to-day work, and the performance measures that the department uses throughout the year and in its annual performance statement to judge how effective it is in achieving its purpose.

## How do we do it?

The plan explains the approach the department takes to carrying out its work. It does this by describing:

- » the environment in which the department operates, acknowledging that its work is affected by factors within and outside its control;
- » the plans the department has in place to build capability in the organisation; and
- » the structures and processes the department has in place to manage risk and support independent audit.



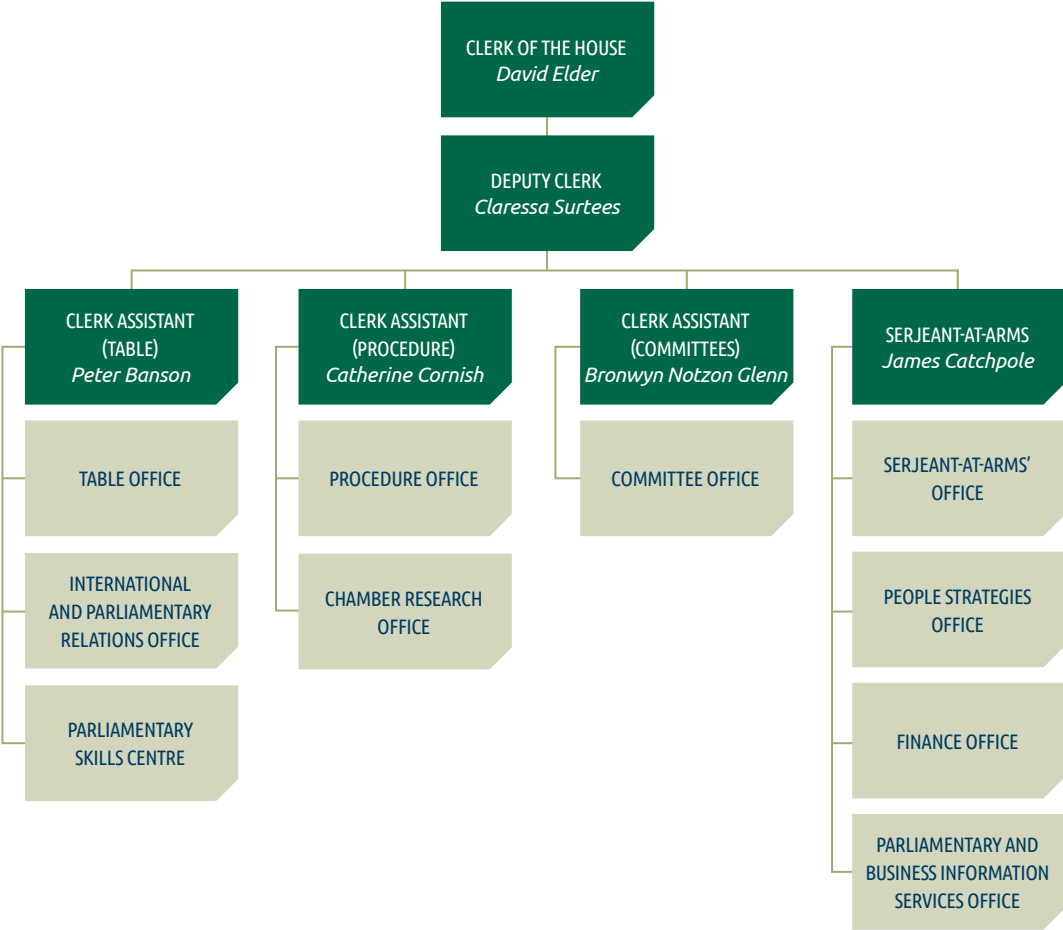
# Purpose and organisational structure

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 – 2017-18 to 2020-21**  
 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 ten offices.

**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 and representative functions.

## *The department's operating environment is characterised by its:*

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

## Stakeholder responsibility and engagement

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

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 its committees	●		
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		●	
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, 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.

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 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'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 has robust governance processes to enhance business effectiveness and efficiency in response to these challenges.

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 – Community awareness
- » Activity 3 – Committee support
- » Activity 4 – Inter-parliamentary relations and capacity building
- » 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 in respect to measures is assessed using a variety of methods, which include:

- » an annual survey of all members of the House of Representatives;
- » more detailed qualitative information from targeted groups of members;
- » subscription data for departmental social media and publications;
- » evaluations from external stakeholders, such as seminar participants, delegation participants and staff from other parliaments; and
- » an annual survey of departmental staff.

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 in respect to 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 conduct business as scheduled, 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; and
  - › 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	2017-18	2018→21	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

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 community understanding of, and interaction with, the House of Representatives and the Australian Parliament; and
- » 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 participation rates tending to increase over time
- » Provision of seminars for external clients on work of the House of Representatives and the Parliament, with participation rates tending to increase over time
- » Schools continue to have access to galleries

Performance measures and targets	2017-18	2018→21	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)	Subscription data for departmental social media accounts, and publication circulation data
Clients are satisfied with seminars	90% of seminar participants are satisfied	90% of seminar participants are satisfied	Seminar feedback forms

### **Activity information**

Community contacts with the department's publications

Number of seminars programs conducted



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 joint committees to conduct and report on inquiries; and
- » 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	2017-18	2018→21	Data source
Level of satisfaction among surveyed committee members with the thoroughness, accuracy and timeliness of advice, standard of committee reports and other committee support services provided	90% satisfied	90% satisfied	Members' survey

#### **Activity information**

Number of committee meetings

Hours of meetings

Number of committee reports

The department supports the Parliament by:

- » facilitating and maintaining national, international and regional relationships with other parliaments, parliamentary bodies and organisations; and
- » assisting other parliaments, primarily within the Asia-Pacific region, by partnering in strengthening activities with other parliaments and organisations, 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	2017-18	2018→21	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 parliaments with capacity building activities	90% satisfied	90% satisfied	Formal survey/ feedback process for parliamentary capacity building activities

#### **Activity information**

Number of delegations managed

Number and nature of parliamentary capacity building activities

## 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; and
- » seeking funding at a level 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	2017-18	2018→21	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



## 06

## Schools hospitality

The department supports the Parliament by:

- » providing a booking service for school groups visiting Parliament House; and
- » 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	2017-18	2018→21	Data source
Percentage of visiting school groups provided hospitality in accordance with booking	100%	100%	Exception reporting from DPS and 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 employs approximately 153 full time equivalent staff. This workforce with its knowledge, experience and expertise is the department's main asset.

Developing and maintaining a capable and experienced workforce is essential to ensuring the department has sufficient and sustainable capability and capacity to undertake the range of activities required to achieve its purpose.

Recognising increased competition for skilled people in the workforce generally, and the department's demographic profile, the short to medium term workforce capability development strategy focuses on:

- » continuing to work towards embedding a culture of professionalism;
- » attracting, developing and retaining staff so that they are working to their full potential and have opportunities for career paths within the department; and
- » strengthening the department's leadership and management capabilities to grow the next generation of leaders.

Workforce and leadership capability – initiatives	2017-18	2018-19	2019-20	2020-21
Finalise the department's workforce plan to address current and future workforce needs, identifying critical roles and planning for succession	●			
Provide professional development and learning for generic and specialised skills	●	●	●	●
Leadership development for staff at all levels through participation in leadership development programs	●	●		
Nurture the practice of leadership by staff at all levels, and strengthen staff to support increased opportunities for career progression	●	●	●	●
Build on an inclusive workplace culture to retain a diverse workforce for the benefit of performance and productivity, and to support long and productive working careers	●	●	●	●
Maintain and develop working arrangements that reflect an appropriate balance between operational needs and flexible employment conditions	●	●	●	●
Enhance the commitment to workplace health and safety	●	●	●	●

## Information capability

The department's ability to manage, use and disseminate its information is critical to achieving its purpose. The department manages extensive data sets of information and knowledge in order to support the Parliament, and produces information for a variety of stakeholders and audiences.

Public policy, stakeholder and audience expectations, and advances in technology are driving the department to progress the management, use and delivery of information. The technology environment in which the department operates is constantly evolving. There are a greater range of technical solutions available to the department and its stakeholders, which can bring efficiencies and improvements in supporting parliamentary business processes. The department must continually assess current work practices to identify where technology changes can be used to drive efficiencies.

Through 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 continue to expand the use of digital work practices and will ensure its information is accessible to the public through the Parliament of Australia website. A key driver for this will be the department's response to the National Archives of Australia (NAA) Digital Continuity 2020 Strategy.

Information capability – initiatives	2017-18	2018-19	2019-20	2020-21
Implement changes to align with NAA Digital Continuity 2020 Strategy	●	●	●	
Identify and implement business process improvements	●	●	●	●
Raise internal ICT and information awareness	●	●	●	●

## Community awareness

The department continues to promote the work of the House and its committees through a range of awareness activities, including digital publications, events, seminars and social media activities. The department's growing social media community demonstrates the desire for information about the work of the House.

Strong attendance of our seminar program shows the value of education products for government departments and officials interacting with Parliament. There is also a need for the department to contribute to the education of visitors to Australian Parliament House through participation in events such as Open Day and the ongoing development of public area exhibitions.

The department seeks to gain greater understanding of its key audiences, as well as the most effective public awareness activities for each audience. It also seeks to ensure it is meeting expectations, by continuing to develop innovative and effective methods of reaching and engaging its audiences. 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.

Community awareness – initiatives	2017-18	2018-19	2019-20	2020-21
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	●	●	●	●

## Asset management

The department must continue to manage its assets to meet the evolving needs and expectations of its stakeholders, and the business requirements of the House and the Parliament.

With the replacement furniture for staff in members' suites, 2017-18 will see near completion of the department's office furniture replacement project. Another significant project for 2017-18 is replacement of production printers in the print room, which will increase print room capability by improving the quality and efficiency of in-house printing.

Continuous review and scheduled upgrades of ICT systems is essential in a rapidly evolving technology environment. The department will continue a rolling program of upgrades to its software assets to ensure that they continue to be secure, comply with interoperability requirements and meet business needs.

Asset management - initiatives	2017-18	2018-19	2019-20	2020-21
Finalise office furniture replacement for the staff accommodation in members' suites	●	●		
Replace print room production printers	●			
Ensure ICT systems compliance and fit-for-purpose	●	●	●	●

## 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.

In January 2017 a renewed focus on strengthening procedural capability was signified by the re-establishment of a Clerk Assistant (Procedure) position for a period of 18 months. The department, through the Procedure Office and Table Office, in particular, will focus on building a general understanding of the institutional role of the House and its operations. 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	2017-18	2018-19	2019-20	2020-21
Update and publish key procedural resources, in particular <i>House of Representatives Practice 7th ed</i> and <i>Guide to Procedures 6th ed</i> , and start the drafting process for <i>House of Representatives Practice 8th ed</i>	●			
Diversify the content and format of procedural information, including complementing current and new publications with access to relevant video material	●	●		
Develop strategies and resources for enhanced engagement by members, staff and others with the institution of the House	●	●	●	●
Provide procedural knowledge resources and services for members, staff, and others	●	●	●	●

## Collaboration

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

At the beginning of the Forty-fifth Parliament, a significant development with regard to formal collaboration between the four parliamentary departments was the publication of a *Strategic Plan for Parliamentary Administration*. This foundation document acknowledges the common purpose of the four departments while still recognising the unique nature of their individual responsibilities and capabilities. The document will be acted on and, in parallel, a culture of collaboration across the parliamentary service and at all levels, embedded.

2017-18 will see the continued implementation of actions identified in the Australian Parliament's *Reconciliation Action Plan 2016–18*. The 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.

Collaboration – initiatives	2017-18	2018-19	2019-20	2020-21
In collaboration with the parliamentary departments, act on the strategies in the <i>Strategic Plan for Parliamentary Administration</i>	●	●	●	●
Implement actions specified in the Australian Parliament's <i>Reconciliation Action Plan 2016–18</i> , with review and development of a new plan commencing in 2018	●			
Continue to influence the development of a 'whole-of-parliamentary service' culture and governance	●	●	●	●
Finalise service level agreements with parliamentary departments to ensure the department's needs are identified and met	●	●	●	●

# 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 two members of the Executive and three independent members from other Commonwealth entities. The committee meets at least four times per year and is supported by a secretariat of departmental officers.

The department's Strategic Internal Audit Plan 2015-18, was developed by the department's internal auditor on the basis of existing risk documentation and interviews with senior staff of the department. The aim of the plan is to support existing assurance frameworks while assisting with identifying and addressing department-wide risks and control issues. The plan was endorsed by the Audit Committee, and is subject to annual review to ensure it continues to be aligned with areas of highest priority. Outcomes of audits, and any recommendations arising, are reported to the Executive and to the Audit Committee for consideration.

## 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. 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 accordance with a periodic review requirement, the department has recently updated its Risk Management Policy and Framework and Risk Management Plan. A total of six possible risks are identified in the updated Risk Management Plan, falling within the following categories:

- » ICT capability;
- » resourcing and staff capability;
- » service delivery;
- » cross parliamentary departments collaboration; and
- » operational and financial risks.

The department has a monitoring and reporting framework, with regular reporting on risks and risk treatments to the 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, provide the means to monitor and report on risks that are shared across the parliamentary service, for example IT services and security.

The department also completes the Comcover Risk Management Benchmarking Survey each year. Results from this survey in 2017 indicate that the department has reached a risk maturity of 'systematic', an increase on the previous year's level of 'developed'. In 2017-18 the department aims to further increase its risk maturity to 'integrated', which will align it with overall results for a 'like' group of entities.

## 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. Under the oversight of the network, these exercises will continue through 2017-18, 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.

During 2016-17, the department updated its accountable authority instructions and financial delegations. The new instructions and delegations ensure that authorised officials have been provided with the level of authority necessary to discharge their financial and other responsibilities.

The compliance process provides assurance to the department's Executive and Audit Committee through submission of a quarterly report.

## 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 Financial Officer. The accompanying Fraud Risk Assessment identifies and assesses key fraud risks and treatments.

In accordance with a periodic review requirement, the department has recently updated its Fraud Risk Assessment and Fraud Control Plan.

Fraud risk and responsibilities under the Fraud Control Plan are drawn to the attention of staff through regular training and refresher courses.

# Further information

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

- » Portfolio Budget Statements;
- » Annual reports; and
- » 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 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.	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.	12
5	Capability	The key strategies and plans the entity will implement in each reporting period covered by the plan to achieve the purposes of the entity.	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 the measures that will be implemented to ensure compliance with the finance law).	24





