



PARLIAMENT OF AUSTRALIA

DEPARTMENT OF PARLIAMENTARY SERVICES

CORPORATE PLAN 2016 – 2017



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Secretary’s Foreword



I am pleased to present the 2016-17 Department of Parliamentary Services (DPS) Corporate Plan for the 2016-17 to 2019-20 reporting period. This Plan outlines the purpose and core operational activities of DPS, the environment and context in which we operate, and our planned capabilities, performance and risk management framework.

The Corporate Plan, covering 2016-17, is required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act (PGPA Act) 2013*, and has been prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.

Our planned activities in 2016-17 all align with DPS’ responsibility to support the functions of Parliament and parliamentarians through providing professional services, advice and facilities and in maintaining Australian Parliament House. Our four strategic themes articulate not only what we aim to achieve, but importantly, how we aim to achieve our objectives.

We as an organisation, both collectively and individually, will critically examine and continuously improve our performance and our responsiveness to issues. These factors, together with innovative thinking and a strengthened culture of accountability, will ensure we continue to provide high quality, connected services, to the Parliament, parliamentarians, visitors and the broader community.

The DPS Corporate Plan is our commitment from DPS staff and management to providing excellent client service.

Rob Stefanic
Secretary

DPS Plan on a Page

Support the functions of Parliament and parliamentarians through the provision of professional services, advice and facilities and maintain Australian Parliament House

Outcome 1

OUR PURPOSE

The Department of Parliamentary Services (DPS) supports the functions of the Australian Parliament and the work of parliamentarians through the provision of professional services, advice and facilities, the ongoing maintenance of Australian Parliament House (APH); and makes the building, and the important activity that takes place within it, accessible.

STRATEGIC THEMES

Respond to the changing needs of the Parliament

Develop our capability to promote strong stewardship and robust organisational resilience

Enhance the Parliament's engagement with the community

Effective stewardship of APH

Objectives

- Implement efficient and effective infrastructure, systems and services to respond to the changing needs of the Parliament and our parliamentarians
- Explore and develop innovative technology and systems for the delivery of timely information and services to parliamentarians
- Retain the Parliamentary Library's position as our client's preferred and trusted source of high quality information, analysis and advice.

Strategies

- Ensure technology and infrastructure planning reflects the current and future needs of Parliament
- Enhance the flexible and accessible delivery of advice, information and services
- Maintain services that reflect an evidence-based understanding of the current and evolving needs of our clients
- Enhance digital access to information
- Continue to build the Library's reputation for high-quality advice through:
 - ensuring high and consistent quality in services;
 - increasing digital access and service; and
 - support the Parliament's engagement with the community and initiatives to help develop parliamentary democracy in our region.

Enterprise Risks

- DPS fails to meet client or customer requirements ●
- DPS does not have access to, or fails to maintain, accurate, complete and timely information. ●

Objectives

- Continue to develop staff with the skills and capabilities to be responsive and solutions oriented in supporting Parliament
- Examine cost effective and innovative ways to deliver our services
- Build strong financial, business and project management capability across DPS
- Maintain a strong governance framework for all DPS operations.

Strategies

- Build on the capability of staff through training and development opportunities to respond to the needs of the Parliament
- Develop efficient, effective, innovative and solutions orientated services and work practices
- Proactively engage with the parliamentary departments to identify opportunities for collaboration
- Ensure our staff have the competencies (knowledge, skills and experience) to deliver on priorities to meet our clients' evolving needs, including financial, business and project management matters.

Enterprise Risks

- DPS fails to maintain continuity of service and to support the running of Parliament, the chamber departments and/or public access is impacted ●
- DPS fails to develop or maintain the necessary capability and capacity to deliver efficient and effective services ●
- Leadership throughout DPS is ineffective ●
- DPS fails to deliver value for money ●
- DPS does not comply with key governance and legislative requirements (e.g. PGPA Act, WHS Act, PSPF etc.). ●

Objectives

- Enhance our visitor experience and community engagement including the use of social media and emerging technologies
- Enhance electronic access to parliamentary information for the community to engage easily with the parliamentary process.

Strategies

- Improve electronic access to parliamentary information
- Improve the accessibility and quality of services for visitors to APH
- Support international parliamentary strengthening initiatives.

Enterprise Risks

- DPS fails to build and maintain working relationships with key clients/stakeholders/community. ●

Objectives

- Ensure adaptations of the building uses are strategic, appropriate and reference design integrity principles
- Ensure a secure environment while maintaining public accessibility
- Effectively manage a capital works program for APH to function effectively as a safe and accessible workplace
- Effectively manage all assets within APH including collections.

Strategies

- Effectively manage the APH capital works plan
- Effectively manage the assets of APH
- Develop and implement a new consultation framework to appropriately manage the design integrity of APH
- Develop and implement appropriate strategic proposals for any adaptation of building uses while respecting the design intent for APH.

Enterprise Risks

- DPS fails to deliver on key projects ●
- Security, including information and safety is compromised ●
- Heritage values of the building are inappropriately compromised. ●

Strategic Environment

PERFORMANCE CRITERIA
 *Number and type of visitor interactions *Visitor satisfaction with APH Experience *Building occupant satisfaction *Parliamentary Library KPIs are achieved *ICT Service Standards are achieved *Hansard Service KPIs are achieved

Program 1
 - Parliamentary Services

PERFORMANCE CRITERIA
 *Continuity of design integrity *Building Condition Rating *Landscape Condition Rating *Engineering Systems Rating

Program 2
 - Parliamentary House Works Program

CAPABILITIES

Communications and Information

Critical thinking and self-awareness

Accountability

Continuous Improvement

Customer focus and responsiveness

Introduction

I, Rob Stefanic, as the accountable authority of the Department of Parliamentary Services (DPS), present the 2016- 17 DPS corporate plan, which covers the 2016- 17 to 2019- 20 reporting periods, as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

Our Purpose

DPS supports the functions of the Australian Parliament and the work of parliamentarians through the provision of professional services, advice and facilities, the ongoing maintenance of Australian Parliament House (APH); and makes the building, and the important activity that takes place within it, accessible.

DPS provides services and products to support the functioning of the Australian Parliament, and the work of parliamentarians. Working in collaboration with the house departments, DPS provides, or facilitates the following:

- library and research services
- information and communication technology services
- security services
- building, grounds and design intent services
- audio visual and Hansard services
- art services
- visitor services
- food and beverage, retail, health, banking, and childcare services
- corporate, administrative and strategic services for DPS.

Strategic Focus

The Outcome Strategy in the 2016-17 DPS Portfolio Budget Statement is: To support the functions of Parliament and parliamentarians through the provision of professional services, advice and facilities and maintain APH.

DPS will deliver services and advice that support the functions of Parliament and the work of parliamentarians and other building occupants.

Strategic Themes

DPS STRATEGIC THEMES	OBJECTIVES	STRATEGIES
Respond to the changing needs of the Parliament	<ul style="list-style-type: none"> • Implement efficient and effective infrastructure, systems and services to respond to the changing needs of the Parliament and our parliamentarians • Explore and develop innovative technology and systems for the delivery of timely information and services to parliamentarians • Retain the Parliamentary Library's position as our clients' preferred and trusted source of high quality information, analysis and advice. 	<ul style="list-style-type: none"> • Ensure technology and infrastructure planning reflects the current and future needs of Parliament • Enhance the flexible and accessible delivery of advice, information and services • Maintain services that reflect an evidence-based understanding of the current and evolving needs of our clients • Enhance digital access to information • Continue to build the Library's reputation for high-quality advice through: <ul style="list-style-type: none"> – ensuring high and consistent quality in services – increasing digital access and service, and – support the Parliament's engagement with the community and initiatives to help develop parliamentary democracy in our region.
Develop our capability to promote strong stewardship and robust organisational resilience	<ul style="list-style-type: none"> • Continue to develop staff with the skills and capabilities to be responsive and solutions oriented in supporting Parliament • Examine cost effective and innovative ways to deliver our services • Build strong financial, business and project management capability across DPS • Maintain a strong governance framework for all DPS operations. 	<ul style="list-style-type: none"> • Build on the capability of staff through training and development opportunities to respond to the needs of the Parliament • Develop efficient, effective, innovative and solutions orientated services and work practices • Proactively engage with the parliamentary departments to identify opportunities for collaboration • Ensure our staff have the competencies (knowledge, skills and experience) to deliver on priorities to meet our clients' evolving needs, including financial, business and project management matters.
Enhance the Parliament's engagement with the community	<ul style="list-style-type: none"> • Enhance our visitor experience and community engagement including the use of social media and emerging technologies • Enhance electronic access to parliamentary information for the community to engage easily with the parliamentary process. 	<ul style="list-style-type: none"> • Improve electronic access to parliamentary information • Improve the accessibility and quality of services for visitors to APH • Support international parliamentary strengthening initiatives.
Effective stewardship of APH	<ul style="list-style-type: none"> • Ensure adaptations of the building uses are strategic, appropriate and reference design integrity principles • Ensure a secure environment while maintaining public accessibility • Effectively manage a capital works program for APH to function effectively as a safe and accessible workplace • Effectively manage all assets within APH including collections. 	<ul style="list-style-type: none"> • Effectively manage the APH capital works plan. • Effectively manage the assets of APH • Develop and implement a new consultation framework to appropriately manage the design integrity of APH • Develop and implement appropriate strategic proposals for any adaptation of building uses while respecting the design intent for APH.

Strategic Environment

DPS operates in a complex environment to achieve our purpose in supporting the functions of the Australian Parliament.

The department’s operating environment is influenced by:

- the parliamentary calendar
- the Federal election cycle
- our accountability to the Parliament and the public
- maintenance and security of the building for the building occupants and visitors to APH
- accessibility to APH for building occupants and visitors
- our relationships with the other parliamentary departments
- opportunities and challenges presented by changes in technology, and
- client expectations.



Artwork by Mavis Ngallametta, born 1944, Wik & Kugu people, *Bush Fire at Ngak-Pungarichan*, 2013, ochres & acrylic binder on canvas. Parliament House Art Collection. Architectural projection by Electric Canvas.

DPS faces a range of significant challenges over the next four years that impact on the department’s ability to achieve our purpose. DPS will actively monitor our environment and work closely with the Presiding Officers, the Department of the Senate, the Department of the House of Representatives, the Parliamentary Budget Office, and all our stakeholders to ensure we meet our purpose.

To meet the challenges of this environment DPS will:

- continue to engage with the other parliamentary departments to ensure services are appropriately planned and delivered
- actively plan the services we are required to deliver during a Federal election cycle
- actively plan the services we are required to deliver during the parliamentary calendar
- demonstrate our value through reliable and credible services
- ensure the balance of safety and accessibility of APH for occupants and visitors
- work with the original designers of APH and the parliamentary departments to implement long term strategies to maintain the design integrity of APH while adapting its uses to fulfil the needs of the parliamentary institution
- undertake forward planning for a long-term accommodation strategy, and
- bring Parliament to the people by ensuring appropriate accessibility to the building through technology and services.

Performance

Measuring the performance of the department is structured under the two program objectives set out in the *Portfolio Budget Statements 2016-17 (PBS)*. The Key Performance Indicators (KPIs) assess the department’s ability to deliver on its purpose to support the functions of the Australian Parliament and the work of parliamentarians through the provision of professional services, advice and facilities, the ongoing maintenance of APH; and make the building, and the important activity that takes place within it, accessible.

We will report annually against the KPIs for each reporting period of this Corporate Plan.

The two program objectives and the KPIs set out in the PBS were reviewed for the purpose of transitioning to the new corporate planning environment.

The targets for the KPIs have been established after a process of review and analysis of our previous performance. The department considers these targets acceptable as they reflect the targets known to the Parliament and are realistic performance expectations over the coming years. The targets will be reviewed on an annual basis with adjustments made as necessary to ensure DPS is delivering high quality services.

OUTCOME 1

Support the functions of Parliament and parliamentarians through the provision of professional services, advice and facilities and maintain Australian Parliament House.

Program 1 – Parliamentary Services

Objectives

- Explore and develop innovative technology and systems for the delivery of timely information and services to parliamentarians
- Retain the Parliamentary Library’s position as our client’s preferred and trusted source of high quality information, analysis and advice
- Examine cost effective and innovative ways to deliver our services
- Enhance our visitor experience and community engagement including the use of social media and emerging technologies
- Enhance electronic access to parliamentary information for the community to easily engage with the parliamentary process.

Deliverables

- Provide a range of research, information and reporting services to support the Parliament and the work of parliamentarians, and engage the community
- Provide services to building occupants to enable them to conduct their work
- Provide ICT services to electorate offices to enable them to conduct their work
- Provide services and facilities for visitors to APH.

Key performance measures and assessment – 2016-17

INDICATOR	ASSESSMENT	TARGET	PERIOD
Number and type of visitor interactions	<ul style="list-style-type: none"> – Number of visitors – Number of virtual visitors – Number of visitors for DPS school tours – Number of participants to DPS organised tours and events 	Equivalent or greater to same period last year	Annually
Visitor satisfaction with Australian Parliament House Experience	<ul style="list-style-type: none"> – % of visitor feedback indicating their visit met or exceeded expectations – % of virtual visitor feedback indicating their visit met or exceeded expectations – % of school visitor feedback indicating their visit met expectations – % participants attending DPS tours and events indicating their visit met or exceeded expectations 	85%	Annually
Building occupant satisfaction with timeliness and quality of DPS services	<ul style="list-style-type: none"> – % of building occupant feedback indicating a satisfied or neutral rating with timeliness and quality of DPS services (by DPS service category) 	75%	Annually
Parliamentary Library Service KPIs are achieved	Library Service Standards Measure <ul style="list-style-type: none"> – % of Library Services KPIs set out in the annual Library Resource Agreement that are achieved 	90%	Annually
ICT Service Standards are achieved	ICT Service Standards Measure <ul style="list-style-type: none"> – % of ICT Standards outlined in the ICT SLA that are achieved 	90%	Annually
Hansard Service KPIs are achieved	Hansard Service Standards Measure <ul style="list-style-type: none"> – % of individual draft speeches delivered within two hours of speech finishing – % of electronic proof Hansard reports delivered within agreed timeframes – % of committee transcripts delivered within agreed timeframes 	85% 95% 95%	Annually

Measuring performance – 2017-20

- Number and type of visitor interactions
- Visitor satisfaction with APH
- Building occupant satisfaction with timeliness and quality of DPS services
- Parliamentary Service Standards are achieved.

Program 2 – Parliament House Works Program

Objectives

- Ensure adaptations of the building uses are strategic, appropriate and respect design intent
- Ensure a secure environment while maintaining public accessibility
- Effectively manage a capital works program for APH to function effectively as a safe and accessible workplace
- Effectively manage all assets within APH including collections.

Deliverables

- Strategically plan to maintain and upgrade APH
- Maintain APH as a safe and accessible workplace and public building
- Plan, develop and deliver into service an ongoing building works program
- Plan and deliver physical security upgrades to APH.

Key performance measures and assessment – 2016-17

INDICATOR	ASSESSMENT	TARGET	PERIOD
Continuity of design integrity	% of projects that have a material impact on design integrity of the building where design integrity is maintained or improved	90%	Annually
Building Condition Rating	% of building areas reviewed that are assessed as being in good or better condition	80%	Annually
Landscape Condition Rating	% of landscaped areas reviewed that are assessed as being in good or better condition	85%	Annually
Engineering Systems Rating	% of critical engineering systems reviewed that are assessed as being in good or better condition	90%	Annually

Measuring performance – 2017-20

- Design Integrity Rating
- Building Condition Rating
- Landscape Condition Rating
- Engineering Systems Rating

Capabilities

The employees of DPS are proud to serve the Australian Parliament and parliamentarians.

We uphold the Australian Parliamentary Service (APS) Values in the way we work, the decisions we make and how we interact with each other.

Building our capability is critical to improving our organisational performance and demonstrating public value. While capability will be supported by a formal learning and development program, we acknowledge that in a learning culture it is just as important to engage in informal training and to develop through experience on the job.

Our priority areas of focus for building our capability from now to 2020 are:

Accountability

We will do this by:

- individually and collectively taking responsibility for the quality and rigour of our work
- undertaking open, honest and clear communication
- clarifying roles and expectations
- developing leadership at all levels, and
- ensuring decision making is transparent and appropriately communicated.

Communications and information

We will do this by:

- recognising and supporting our decision makers to develop and deliver communications and information consistent with their decisions
- investing in written communication skills to aid development of clear and authoritative documentation
- continuing to focus on information management, and
- abandoning assumptions in favour of active listening and seeking clarity.

Critical thinking and self-awareness

We will do this by:

- being aware of our individual strengths and weaknesses and actively working to develop our individual skills
- developing a broader understanding of the core purpose of our organisation in supporting parliamentary democracy and how each role contributes to our organisation’s strategic direction, and
- demonstrating critical thinking in relation to our work.

Continuous improvement

We will do this by:

- demonstrating that we are able to take on lessons learnt through changed behaviour
- building continuous improvement into our business processes, and
- ensuring activities are reviewed and the results of those reviews are documented and considered for future activity.

Customer focus and responsiveness

We will do this by:

- developing a proactive and solutions orientated culture
- ensuring that the customer and stakeholder perspective is always part of our decision making, and
- developing a culture of ensuring reflection on feedback and responding appropriately.



Risk Oversight and Management

DPS Risk Appetite

Risk appetite can be defined as the “amount of risk an organisation is prepared to bear in pursuing its objectives”.

In identifying an appropriate risk appetite level, DPS will have regard to the following matters:

- the national significance of the Parliament and its role in the Australian democracy, and of Parliament House as an iconic building
- the importance of maintaining services to support the functions of Parliament and the work of parliamentarians
- the importance of protecting all building occupants and visitors from harm
- the direct proximity of, and possible close scrutiny from, DPS’s clients
- any action or inaction that could result in breaches of legislation or relevant government directives, and
- the need to facilitate public access to Parliament House and the work of the Parliament.

Often, the level of risk that is right for DPS to accept is a matter for judgment in the circumstances. Applying a considered risk assessment process can assist in exercising that judgment. DPS’s risk assessment matrix (included in the DPS Risk Management Toolkit) provides guidance on how certain levels of risk events are interpreted.

DPS may accept a higher level of risk when developing business processes to improve performance provided this does not compromise the quality or timeliness of the services that DPS delivers.

To give practical effect to DPS’s risk appetite, DPS should aim to reduce the likelihood of a risk occurring to as low as possible and ensure business continuity practices are in place where applicable to reduce the impact of a risk should it occur. Appropriate assurance activities should be undertaken to ensure control measure objectives are being met. Assurance activities can take the form of Internal Audit, External Audit, committee oversight and, most significantly, management assurance activities.

DPS Risk Culture

DPS’s commitment to managing risk is demonstrated by DPS Executive and reflected in DPS’s culture and processes. DPS’s culture of managing risk is a positive one, reflecting a recognition of the benefits of managing risk for achieving DPS’s objectives. Understanding, managing and accepting appropriate risk is part of everyday decision-making processes.

DPS’s approach to risk management is consistent with its objectives and ensures that, as they arise, opportunities for improvement to DPS services are identified and implemented through prudent, informed and structured risk taking. This risk management approach is driven through DPS’s governance framework supported by clearly articulated accountabilities and the internal risk structure and reporting frameworks.

Driving a culture of managing risk

DPS is committed to developing a positive risk culture where risk is understood and managed by all staff. The development of a positive risk culture is driven by the everyday behaviour of DPS staff. Elements that contribute to the development of a positive risk culture are:

- all executives support and drive the adoption of the risk management policy
- all managers promote and implement the risk management policy
- the benefits of risk management are well communicated
- those who excel in managing risk in their day-to-day responsibilities are recognised and rewarded

- analysis and innovation in the management of risk is encouraged in order to understand the benefits and risks of new activities, and
- risk management is integrated with other key processes and systems, including business planning and performance management, ensuring that risk management is part of everyday decision making.

Continuous risk management learning

DPS has a supportive work environment where learning from experience is valued, lessons are shared and improvements are built into management practices. Risk management is an integral and routine part of all planning processes. Education and awareness support will be provided to all work areas.

STRATEGIC THEME	ENTERPRISE RISK	CURRENT RISK RATING	RESIDUAL RISK RATING
Respond to the changing needs of Parliament	DPS fails to meet client or customer requirements	Medium	Medium
	DPS does not have access to, or fails to maintain, accurate, complete and timely information	Very High	Medium
Develop our capability to promote strong stewardship and robust organisational resilience	DPS fails to maintain continuity of service and to support the running of Parliament, the chamber departments and/or public access is impacted	Medium	Medium
	DPS fails to develop or maintain the necessary capability and capacity to deliver efficient and effective services	Medium	Low
	Leadership throughout DPS is ineffective	Medium	Medium
	DPS fails to deliver value for money	Medium	Low
	DPS does not comply with key governance and legislative requirements (e.g. PGPA Act, WHS Act, PSPF etc.)	Medium	Low
Enhance the Parliament’s engagement with the community	DPS fails to build and maintain working relationships with key clients/stakeholders/community	Medium	Low
Effective stewardship of APH	DPS fails to deliver on key projects	High	Medium
	Security, including information and safety is compromised	Medium	Medium
	The design integrity of the building and landscape is inappropriately compromised	Medium	Low

Design Integrity and Archives Unit

The Design Integrity and Archives Unit (DIAU) in the Office of the Secretary coordinates consultation on matters that have the potential to affect the design intent of APH to ensure changes maintain or enhance the building and its precincts. The DIAU will also continue the task of consolidating all APH records and resources that are integral to the design and construction of APH. The DIAU will develop an in-house expertise in the architecture of APH based on our resources and a strong working relationship with the original designers.

The establishment of the DIAU on 1 July 2016 follows the development of a new framework for consultation on issues relating to design integrity for APH. This framework will help DPS, as custodians of the building, to work respectfully in partnership with its original designers to ensure its design integrity is restored and maintained.

This new unit is organisationally attached to the Office of the Secretary to signal its importance and priority.

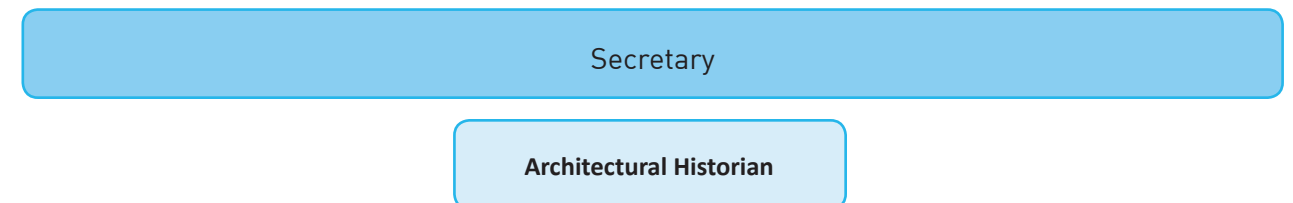
Opportunities

- The Parliament has appropriate and authoritative reference material upon which to base our decisions regarding the design integrity of APH, well into the future
- Reframe our approach to managing the design integrity of APH by moving from a Copyright Act driven moral rights consultation focus to one of direct engagement with original designers.

Challenges

- DPS embraces the design integrity of APH as part of its everyday thinking
- Recruitment of a suitably skilled Architectural Historian to develop in-house expertise in the architecture of APH.

Design Integrity and Archives Unit Structure



Key Priorities

Relevant Strategic Theme	Project Name / Priority	Description	Planned Outcome / Timeframe
Develop our capability to promote strong stewardship and robust organisational resilience	Design integrity coordination	Business as usual activity to ensure proposed changes to the building fabric maintain or enhance the design integrity of the building	Ongoing
	Central Reference Document	Recommencement and completion of the Central Reference Document as an enduring single source of truth for the design integrity of APH	Contract execution- July 2016 Work order for contract phase one- August 2016 Completion anticipated July 2019
Effective stewardship of APH	Design integrity becomes part of the culture of DPS	Communication and education programs and workshops	First work shop- 20 July 2016 Launch of Corporate Plan – 1 August 2016 Quarterly workshops

Key performance measures and assessment

Measurement indicator	Assessment	Target	Period	Relevant Strategic Theme
Continuity of design integrity	% of projects that have a material impact on design integrity of the building where design integrity is maintained or improved	90%	Annual	Effective stewardship of APH

Parliamentary Library

The Library’s services are established under the statutory office of the Parliamentary Librarian whose primary function is ‘to provide high quality information, analysis and advice to senators and members of the House of Representatives in support of their parliamentary and representational roles’ (*Parliamentary Service Act 1999* 38B(1)). These services are to be delivered: in a timely, impartial and confidential manner; maintaining the highest standards of scholarship and integrity; on the basis of equality of access for all Senators, Members of the House of Representatives, parliamentary committees and staff acting on behalf of Senators, Members or parliamentary committees; and having regard to the independence of Parliament from the Executive Government of the Commonwealth (*Parliamentary Service Act 1999* 38B(2)). In respect of her statutory functions, the Parliamentary Librarian reports directly to the Presiding Officers and to the Parliament. She also reports to the Joint Standing Committee on the Parliamentary Library.

Opportunities

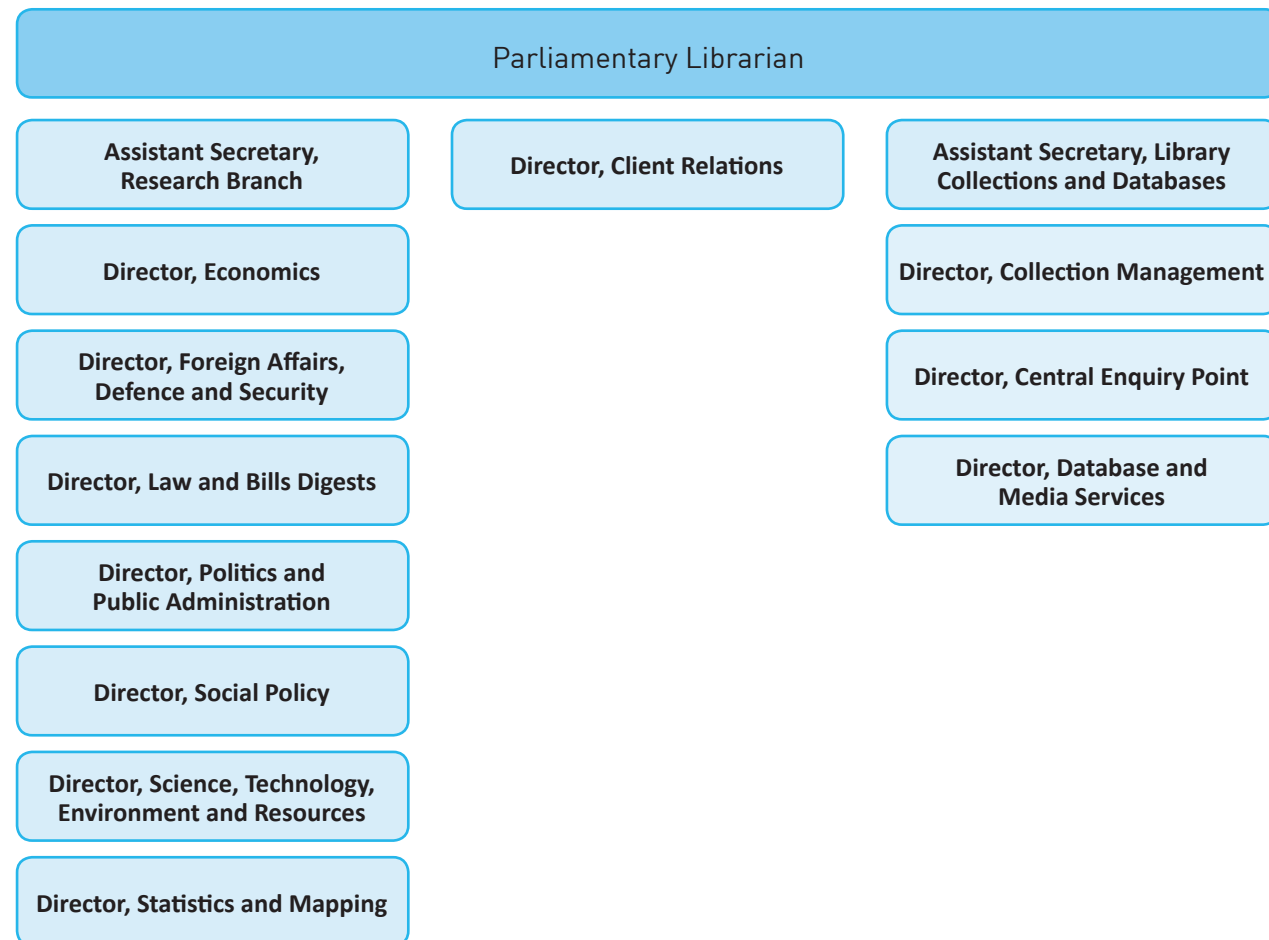
- Use of new technologies to improve delivery of Library services
- Become leaders in the Australian Parliament for best practice in digital preservation and digital collection management.

Challenges

- Parliamentary workload – increasing quantities and complexity of legislative and committee business spanning an ever increasing range of public policy issues
- Client expectations and constraints
- The changing research environment
- Budgetary constraints
- Technology
- The demographic of the Library workforce
- To develop and retain a capable and highly responsive workforce who are committed to DPS’ outcomes.



Parliamentary Library Structure



Key Priorities

- Retaining our position as our clients’ preferred and trusted source of high quality information, analysis and advice
- Ensuring a high and consistent quality in services
- Increasing digital access and service
- Supporting the parliament’s engagement with the community and the ongoing development of parliamentary democracy
- Strengthening our staff’s capability
- Effective delivery of the Parliamentary Library services to building occupants following the election.

Priorities, KPIs and business plans for the Parliamentary Library are set out in the Australian Parliamentary Library Strategic Plan 2015-16 to 2019-20, approved by the Presiding Officers as an annexure to the Library’s Annual Resource Agreement.

Information Services Division

The vision of the Information Services Division is to connect parliamentarians, the public and the Parliamentary Departments to the information and services they need from anywhere, at any time, through a range of devices, and provide new opportunities for greater efficiency and effectiveness for the Parliament of Australia.

The Parliament of Australia ICT Strategic Plan is defined through four strategic themes that outline the key areas where DPS ICT will focus planning, investment and delivery:

1. Supporting parliamentarians to be more effective through better use of ICT anywhere and anytime on a range of devices
2. Support for the effective and efficient operation of parliament and its committees
3. Making it easier for the public to engage with parliamentarians and the Parliament
4. A capable, respected and forward looking ICT provider.

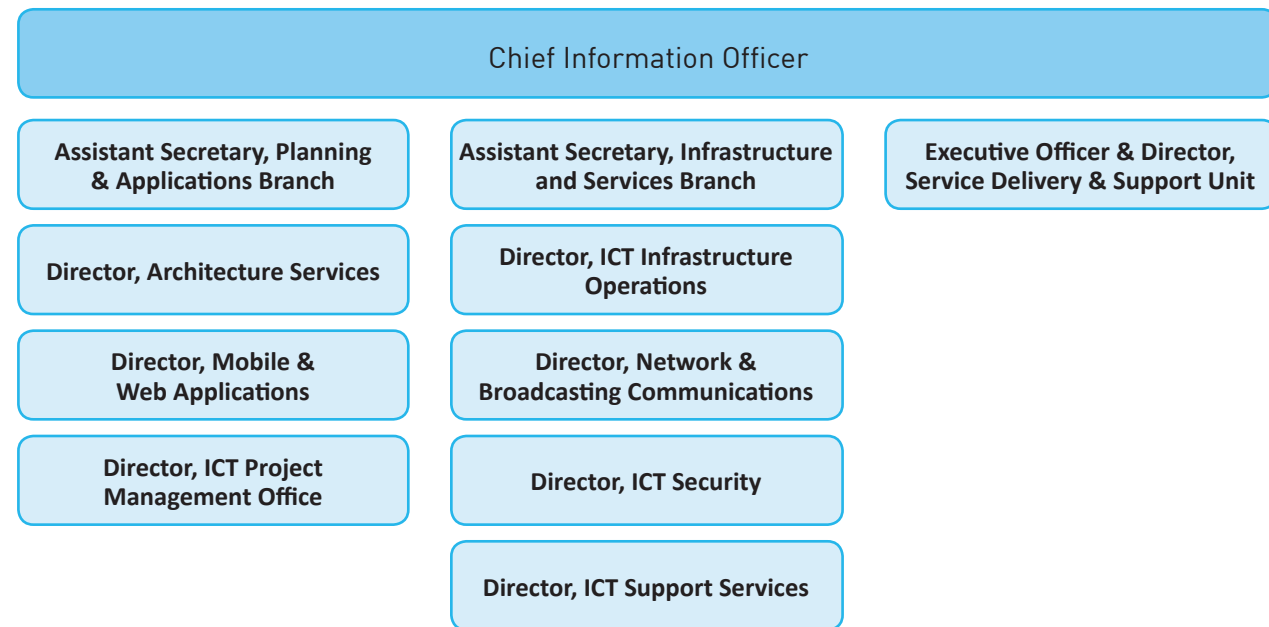
Opportunities

- Facilitate mobility and flexibility both at home and at work using technologies such as online collaboration and communication tools, mobile devices, Wi-Fi, IP based telephony and cloud services
- Sharing of services and solutions with other agencies, such as other parliaments and departments
- Citizen engagement through the use of ICT to allow citizens to learn and engage with the Parliament
- Continue to position the DPS ICT service as a partner to all of the parliamentary departments and the parliament as a whole for the provision of ICT services
- Use ICT as a strategic enabler of innovation, efficiency and effectiveness.

Challenges

- Keeping abreast of technologies through training, technical conferences, incremental change, the sharing of ideas and the breakdown of siloed thinking
- Using cloud services requires changes to the funding model (CAPEX to OPEX conversion) and uncertainty as to how software licences are affected. Cloud introduces a reliance on third parties to deliver functionality and security; services belonging to multiple vendors need to be integrated and performance managed
- Shifting security demands resulting from the trend towards cloud services, growth of application stores (e.g. Apple and Google), trend towards mobile devices, the desire to use personal devices for work purposes, multiple vendor solutions that require a common authentication for users, extending the enterprise solution to the Internet and frequency of critical security patches
- Maintaining adequate capability and capacity to meet demand from increased customer appetite for IT based solutions.

Information Services Division Structure



Key Priorities

Relevant Strategic Theme	Project Name / Priority	Description	Planned Outcome / Timeframe
Respond to the changing needs of the Parliament	Project Related		
	ParlWork	Deliver parliamentary business information electronically to parliamentarians in the chambers via mobile technologies	Available for all parliamentary computer network users from the commencement of the 45th Parliament
	End User Computing Environment	Stage 1 – Establish a strategic roadmap for end user computer environment: a) email and office suite of products may be able to be strategically delivered; and b) delivery of a Mobility strategy Stage 2 – Implement the new roadmap	Provide an enriched user experience and greater choice of technology through improved mobile computing and use of platform independent services. Optimise the end user workspace for long life Stage 1- 1Q 2016/17 Stage 2 – TBC
	Deliver long term strategy for ICT systems that support the operation of the Houses	Develop a strategy, roadmap and functional requirements for a future market approach for an open standards based system that will provide options for the replacement of the ageing and/or siloed parliamentary applications such as TOPS, ParlInfo, SCID, Bills, LAST Two related activities are to keep the current systems fit for purpose and supported pending the next generation solution being in place and continuing work on the parliamentary business information model	Preparation and agreement on strategy and roadmap this financial year Begin work on formalising detailed requirements to inform a future approach to market
	Business as Usual Related		
	Voice of the Customer Program	Conduct one on one and group client feedback sessions to ensure ICT services continue to meet needs and to gain insight into future requirements	Ongoing activity to maintain client satisfaction with ICT services
Infrastructure Development and Upgrades	Ensure that the ICT infrastructure remains fit for purpose through efficient and effective planning, contracting and servicing arrangements	Ongoing activity to ensure stable and reliable ICT services that meet the needs of users of the parliamentary computer network	
Maintain and enhance ICT systems	Maintain software systems in a fit-for-purpose state in terms of stability, performance and capability. Undertake minor enhancements as requested by their business owners. For third party systems maintain products at vendor supported versions	Ongoing activity to ensure stable and reliable ICT systems that meet the needs of users of the parliamentary computer network	



Relevant Strategic Theme	Project Name / Priority	Description	Planned Outcome / Timeframe
	Transition to the 45th Parliament	Effectively manage the process for retiring parliamentarians and induction and provisioning of new Senators and Members	Ensure a good first service experience for new and returning clients Q1 and Q2 2016/17
	Delivery of ICT training for parliamentarians and their staff.	Ensure that available training meets the needs of our clients	Ensure users are able to use the products and services available to them Ongoing
	Review of MOU and SLAs with Parliamentary Departments	Through Joint Management Committee structure conduct review of existing MOU and SLA arrangement to ensure currency of support arrangements between DPS and other parliamentary departments	Ensure that the MOU and SLA remain current September 2016
	Service Desk and service management improvements	Complete implementation of ServiceNow and include new functionality such as release management, performance reporting, configuration management and asset management. Expand usage to other DPS Help/Service desks as agreed by the Executive	Maintain ability to manage ICT services to agreed standards 30 June 2017
Develop our capability to promote strong stewardship and robust organisational resilience	Project Related		
	Continue to develop ICT security capability	Complete network segmentation and identity and access management projects. Continue Information Security Manual (ISM) compliance program	30 June 2017
	Business as Usual Related		
	Improve ICT Security Logging and Alerting Capability	Continuous improvements to the logging and monitoring of security events and identification of potential incidents and breaches of policy	Ongoing
	Risk management and BCP	Maintain risk and business continuity plans in a ready state Remediate the network communications single-point-of-failure vulnerability through delivery of a second communications hub Continue progress on future Disaster Recovery (DR) capability Continue the DR test program	Ongoing 30 November 2017 As funding permits Ongoing

Relevant Strategic Theme	Project Name / Priority	Description	Planned Outcome / Timeframe
Enhance the Parliament's engagement with the community	Project Related		
	Video Conferencing	A video conferencing pilot for conference rooms 2S1 and 1R3	Conduct a pilot to substantiate the video conferencing business case – 30 September 2016 (date TBC)
	APH.gov.au	Provide stewardship and technical support for APH.gov.au	Maintain a high quality public internet presence for Parliament by working with the Web Control Board on a continuous improvement program
	Parlwork	Release Parlwork to the public	Improve ability for the public to follow parliamentary activity. June 2017
Effective stewardship of APH	Project Related		
	Parliamentary Business Information Management	Provide a parliamentary information data model, management framework and governance to facilitate the sharing of data between parliamentary systems	Deliver a single, consolidated, authoritative secure view of parliamentary reference data across parliamentary departments and information silos – 30 June 2017
	Telephony Replacement	Complete development of a telephony and unified communications strategic roadmap. Implement Ministerial Wing cabling as a foundation activity and prepare market ready requirements	First step to modernisation of the aging landline system with a UC capable system 1Q 2016/17
	Sound Reinforcement	Replace the chamber sound reinforcement system with a modern audio system by replacing microphones and speakers in both chambers and replacing speakers in House of Representatives galleries and Great Hall	Maintain the sound systems in a fit for purpose state December 2016
	Secure Internet Gateway	Subscribe to the whole of government Secure Internet Gateway solution and upgrade internal hardware as required	Deliver a highly available Secure Internet Gateway (SIG) that complies with ISM and Australian Signals Directorate requirements for network up to 'Protected' level for the Parliament – 31 July 2016

Key performance measures and assessment

Measurement indicator	Assessment	Target	Period	Relevant Strategic Theme
ICT Service Standards are achieved	% of ICT Standards outlined in the ICT SLA that are achieved	90%	Monthly	Respond to the changing needs of the Parliament

Building and Security Division

The Building and Security Division (BASD) supports the functions of the Australian Parliament and the work of parliamentarians through the provision of professional services, advice and facilities. In particular it is responsible for the ongoing maintenance of APH, timely delivery of building projects at APH and ensuring the building is safe and accessible.

Opportunities

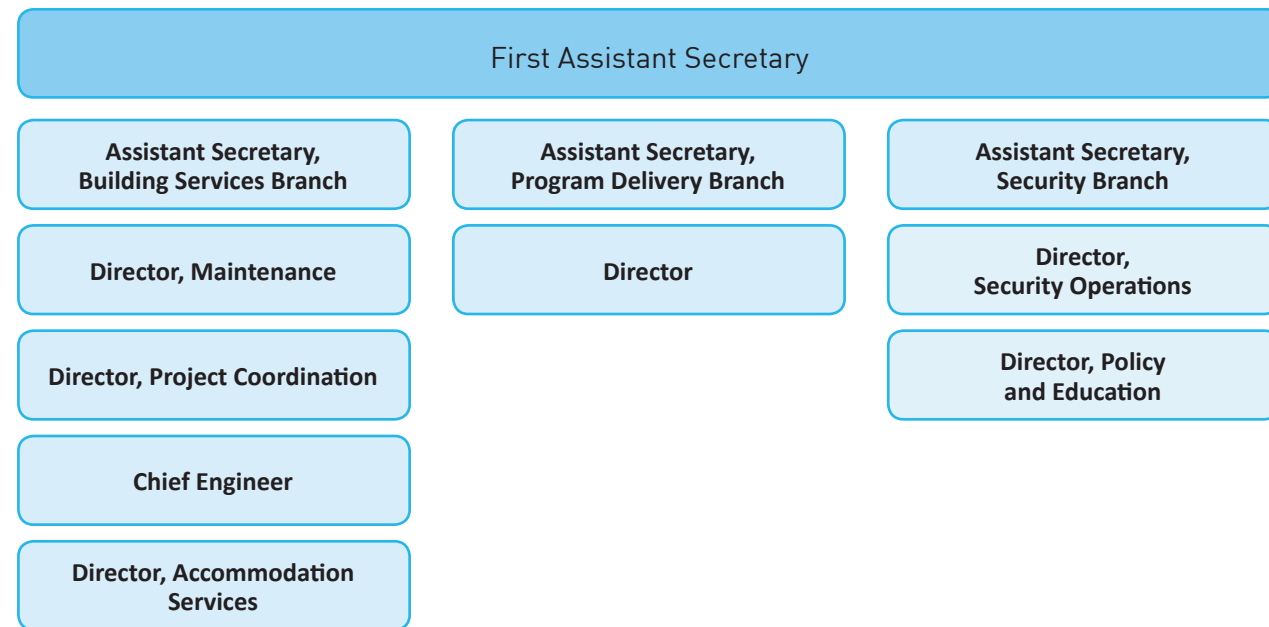
- To effectively manage a capital works program for APH to operate effectively as a safe and accessible workplace
- To ensure adaptations of the building uses are strategic, appropriate and respect design intent
- To effectively manage all building related assets within APH
- To examine cost effective and innovative ways to deliver our services
- To engage proactively with the parliamentary departments to develop opportunities to collaborate.

Challenges

- To deliver a capital works program on time and on budget
- To develop and embed effective arrangements for design integrity consultation and timely consideration of design integrity issues
- To ensure a secure environment while maintaining public accessibility
- To develop and retain a capable, agile and highly responsive workforce.



Building and Security Division Structure



Key Priorities

Relevant Strategic Theme	Project Name/ Priority	Description	Planned Outcome/ Timeframe
Respond to the changing needs of the Parliament	Strategic Accommodation	Deliver an accommodation strategy to ensure that the Parliament's needs can be met to 2040	November 2016
	Delivery of Security Upgrade Implementation Plan	Enhance the internal and external security arrangements to meet current and any future heightened security threat environment	October 2017
Develop our capability to promote strong stewardship and robust organisational resilience	Policy Frameworks	Review and update existing security policies and develop additional policies based on better practice security models to reflect changing requirements and better manage security in the parliamentary precincts	December 2016
	Professional development of the Parliament Security Service (PSS)	Continuing and ongoing professional development of the PSS and Security Branch management, through review of existing positions and skills requirements, recruitment of appropriately skilled and experienced staff to key positions and ongoing training and development activity	June 2017
Effective stewardship of APH	Upgrade of Emergency Warning and Intercommunication System (EWIS)	Replacement of the Emergency Warning and Intercommunication System (EWIS) for Parliament House which provides both audible and visual alarms to assist in the orderly evacuation of the building, is a public address system through which messages are passed to visitors and occupants and, provides a medium for the sounding of divisional bells for both the Senate and House of Representatives Chambers	June 2017
	Carparking enhancement	Works to improve accessibility and way finding	June 2018
	Emergency Generator Upgrade	Replacement of end-of-life emergency generators	June 2019
	Fire systems	Passive fire audit and rectification	June 2019
		Fire Safety Strategy and Policy	June 2020
	Upgrade to the Fire Sprinkler Services to meet current standards	June 2019	
Height safety	Relates to all WHS risks associated with working at heights together with any risk to staff or the general public created by areas exposed to heights	June 2018	



Relevant Strategic Theme	Project Name/ Priority	Description	Planned Outcome/ Timeframe
	Lift Systems Upgrade	End of life systems refurbishment and code compliance works	June 2020
	Building Information	Capital Works documentation updating and records management	June 2018
	APH Preventative Maintenance	Ongoing building maintenance program to ensure the continuing operation of the Parliament	Ongoing

Key performance measures and assessment

Measurement indicator	Assessment	Target	Period	Relevant Strategic Theme
Continuity of design integrity	% of projects that have a material impact on design integrity of the building where design integrity is maintained or improved	90%	Annual	Effective stewardship of APH
Building Condition Rating	% of building areas reviewed that are assessed as being in good or better condition	80%	Annual	Effective stewardship of APH
Landscape Condition Rating	% of landscaped areas reviewed that are assessed as being in good or better condition	85%	Annual	Effective stewardship of APH
Engineering Systems Rating	% of critical engineering systems reviewed that are assessed as being in good or better condition	90%	Annual	Effective stewardship of APH

Chief Operating Officer Division

The Chief Operating Officer Division provides corporate, administrative and strategic services for DPS to facilitate its support of the functions of the Australian Parliament and the work of parliamentarians. These services include all aspects of governance, strategic, financial, procurement, human resources, and records management services – ensuring that DPS complies with its responsibilities under the *Parliamentary Service Act 1999*, the *Public Governance, Performance and Accountability Act 2013* and a range of other legislative obligations, including human resources-related legislation. The Division also provides professional services, advice and facilities for visitor programs, art services, food and beverage, retail, health and wellbeing, banking and childcare services for Senators and Members and other building occupants.

Opportunities

- Shift focus from reactive project identification and service delivery to proactive and strategic support and advice
- Continue and embed implementation of significant governance, technological and procedural changes made in 2015-16
- Improved food and beverage services at APH.

Challenges

- Proactively develop new corporate policies and strategies
- Implement the agreed way ahead following the food and beverage strategy and the retail strategy
- Build on the capability of staff to respond to the needs of Parliament and our visitors
- Continue to improve communication and engagement within DPS, across the parliamentary departments, the Parliament, and with visitors
- To develop and retain a capable, agile, and highly responsive workforce.

Chief Operating Officer Division Structure



* The Chief Finance Officer reports directly to the Secretary on finance matters.

Image by Penny Bradfield for VisitCanberra.

Key Priorities

Relevant Strategic Theme	Project Name / Priority	Description	Planned Outcome / Timeframe
Respond to the changing needs of the Parliament	Implementing the agreed way ahead following the Food and Beverage strategy and Retail strategy	Delivery of enhanced Food and Beverage and Retail services across APH including new licence arrangements for commercial operators	Food and Beverage strategy – September 2016 Food and Beverage services – Q3 2016-2017 Retail services – December 2016
		Effective delivery of COO division services to building occupants following the election	In Q1 and 2 of 2016-17
Develop our capability to promote strong stewardship and robust organisational resilience	Corporate Systems Programs	Continuing rollout of the enterprise resource system (SAP) through the Department. 2016-17 is the final year of the three year project, with remaining significant modules to be released in the Building and Finance areas	Full roll out of all planned modules of SAP June 2017
	Embed Procure to Pay into DPS business as usual	The Procure to Pay (P2P) module of SAP was released in April 2016. P2P was implemented to provide a central system to workflow and capture information associated with DPS procurement. The next step is for the Chief Finance Officer Branch to continue to work closely with all areas of the department to ensure that the system is being used as intended and compliance with the procurement rules is being achieved	June 2017
	Continued improvement of financial management	Embed effective internal budget management and reporting to assist all areas of the department to manage their internal budgets so as to enable timely delivery of approved budget projects and priorities	Continual roll-out through 2016-17
	Implementation of Learning and Development (L&D) Framework	Continue to implement the L&D Framework, including further e-learning opportunities and development programs	Roll out of e learning modules throughout 2016-2017 Review of PEL1 development pilot in 2016, with further development programs considered in 2017
	Further embedding of the Performance Management Scheme	Continue to implement the performance management scheme, including development programs to build capabilities in our leaders	Throughout 2016-17

Relevant Strategic Theme	Project Name / Priority	Description	Planned Outcome / Timeframe
	Implementation of a Digital Asset Management System (DAMS)	Facilitate the management of APH digital records (short films and images, including Auspic, the Art Collection and Design Integrity and Archives Unit) through the implementation of a DAMS	DAMS in place by December 2016 with digital records stored on the DAMS by 30 June 2017
	Implementation of DPS Feedback Policy	Continue to implement the DPS Feedback policy to ensure that feedback received, particularly from building occupants, is acted upon and informs our service delivery	Throughout 2016-17
	DPS Enterprise Agreement	Finalise negotiations on the DPS Enterprise Agreement to enable a staff vote	Subject to the guidance issued by the APSC post-election – Q1 or 2
Enhance the Parliament's engagement with the community	Refresh of the Visit Parliament webpages	Roll out of new Visit Parliament webpages in conjunction with the broader APH website redevelopment project. Post launch, a review will be conducted to identify opportunities for future development	Launch the Visit Parliament – Q1 2016 17 Development of an online Shop – Q3 2016 17 Online booking system – Q4 2016 17 Vernon browser external use – 2017 18
	Improving the Visitor Experience	Progressing Visitor Experience redevelopment projects including delivery of engaging programs and tours, capital works projects and continuation of change management improvement processes	Implement remaining recommendations of Sandwalk review- throughout 2016-17
Effective stewardship of APH	Digitisation of the Parliament House Art Collection	A three year project involving a full audit, condition check, RFID tagging and digitisation of the Parliament House Art Collection and implementation of a browser based catalogue of the collection for use in selection sessions	Commence digitisation July 2017 Vernon browser internal use – first quarter 2016-17 Vernon browser external use – 2017 18

Key performance measures and assessment

Measurement indicator	Assessment	Target	Period	Relevant Strategic Theme
Number and type of visitor interactions	<ul style="list-style-type: none"> Number of visitors Number of virtual visitors Number of visitors for DPS school tours Number of participants to DPS organised tours and events 	Equivalent or greater to the same period last year	Annually	Enhance the Parliament's engagement with the community
Visitor Satisfaction with Australian Parliament House Experience	<ul style="list-style-type: none"> % of visitor feedback indicating their visit met or exceeded expectations % of virtual visitor feedback indicating their visit met or exceeded expectations % of school visitor feedback indicating their visit met expectations % participants attending DPS school tours and events indicating their visit met or exceeded expectations 	85%	Annually	Enhance the Parliament's engagement with the community
Building occupant satisfaction with timelines and quality of DPS services	<ul style="list-style-type: none"> % of building occupant feedback indicating a satisfied or neutral rating with timeliness and quality of DPS services (by DPS service category) 	75%	Annually	Respond to the changing needs of the Parliament

Parliamentary Recording and Reporting Branch

The Parliamentary Recording and Reporting Branch is responsible for recording, broadcasting and archiving the audio-visual record of the Parliament and parliamentary committee proceedings and the production of the written record (Hansard) of all parliamentary proceedings.

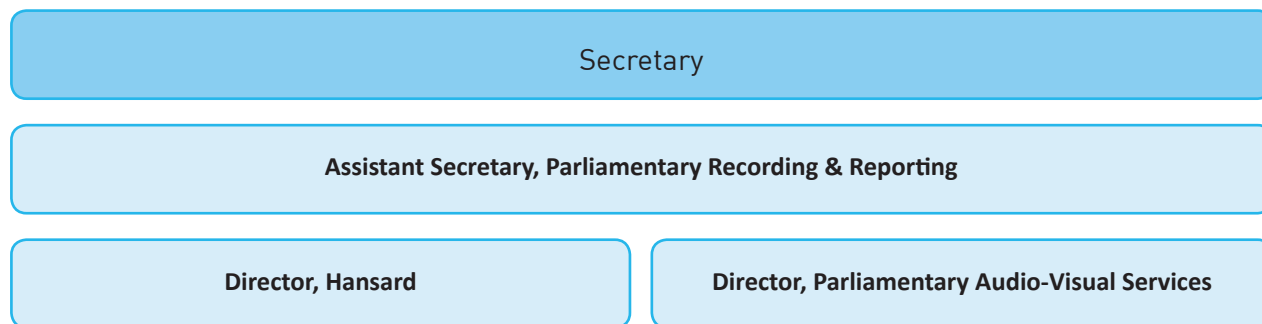
Opportunities

- Support and increase online access to parliamentary material
- Foster improved quality, production processes and work by building capability in our people and through innovative use of technology
- Support and increase community engagement through better content management.

Challenges

- Transitioning and positioning the branch in terms of its people, processes and technology to meet clients' needs, and future demand, as well as addressing advancements in technology
- Maintaining the expertise, skills and capability required to meet deliverables and expectations of our clients
- To develop and retain a capable, agile and highly responsive workforce who are committed to DPS' outcomes.

Parliamentary Recording and Reporting Branch Structure



Key Priorities

Relevant Strategic Theme	Project Name / Priority	Description	Planned Outcome / Timeframe
Respond to the changing needs of the Parliament	Delivery of audio-visual and transcription services	<ul style="list-style-type: none"> • Deliver quality audio-visual and Hansard services by maintaining the expertise, skills and capability (in terms of people, processes and technology) required to meet demand and client expectations 	Ongoing
		<ul style="list-style-type: none"> • Effective delivery of Parliamentary Recording and Reporting Branch services to building occupants following the election 	In Q1 and 2 of 2016-17
Develop our capability to promote strong stewardship and robust organisational resilience	Design a range of strategies, policies and/or process improvements to build capability and enhance the delivery of services now and in the future	<ul style="list-style-type: none"> • Develop an overarching staff development strategy and approach to retain expertise, skills and knowledge within the branch 	Designs/plans finalised by December 2016 and implemented in 2017
		<ul style="list-style-type: none"> • Establish future business processes and infrastructure to support services now and in the future 	
Enhance the Parliament's engagement with the community	Improve access to parliamentary proceedings	<ul style="list-style-type: none"> • Implement a live captioning service for DPS video recordings of Parliament 	Commencing in July 2016, captioning of parliamentary proceeding will be implemented using a staged approach across two years
		<ul style="list-style-type: none"> • Continue to archive historical material into the DPS audio-visual archive (ParlView) • Continuing with the theme of anywhere, anytime, any device, explore opportunities to improve access to audio-visual and written material 	Archival process completed by July 2016 Ongoing

Key performance measures and assessment

Measurement indicator	Assessment	Target	Period	Relevant Strategic Theme
Hansard Service KPIs are achieved	% of individual draft speeches delivered within two hours of speech finishing	85%	Monthly	Respond to the changing needs of the Parliament
	% of electronic proof Hansard reports delivered within agreed timeframes	95%	Monthly	Respond to the changing needs of the Parliament
	% of committee transcripts delivered within agreed timeframes	95%	Monthly	Respond to the changing needs of the Parliament

Notes





PARLIAMENT OF AUSTRALIA
DEPARTMENT OF PARLIAMENTARY SERVICES

CORPORATE PLAN 2016 – 2017

