



DEPARTMENT *of the*
HOUSE *of* REPRESENTATIVES



CORPORATE PLAN

2015-16

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PARLIAMENT of AUSTRALIA
HOUSE of REPRESENTATIVES

OFFICE OF THE CLERK OF THE HOUSE

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25 August 2015

The Hon Tony Smith MP
Speaker of the House of Representatives
Parliament House
CANBERRA ACT 2600

Dear Mr Speaker

As the accountable authority of the Department of the House of Representatives, I am pleased to present the department's Corporate Plan 2015-16, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

The plan, which covers the periods 2015-16, 2016-17, 2017-18 and 2018-19, 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 and the key strategies the department has in place to ensure it achieves its purpose, and summarises the department's risk management and oversight systems.

A copy of the plan has been forwarded to the Minister for Finance as required under the Act.

Yours sincerely

David Elder
Clerk of the House

1. PURPOSE AND ORGANISATIONAL STRUCTURE

The purpose of the Department of the House of Representatives is to support the House of Representatives, and the wider Parliament, in the role of a representative and legislative body by providing advice and services of a high standard.

The department is managed by its Executive, comprising the Clerk, Deputy Clerk, Clerk Assistant (Committees), Clerk Assistant (Table) and Serjeant-at-Arms. Their work is carried out through nine offices.

Figure 1 shows the department's organisational structure as at 1 July 2015.

2. ENVIRONMENT

The department operates in a dynamic political and economic environment in which the nature and volume of work undertaken by the department to achieve its purpose is affected by factors both within and outside its control.

Resourcing levels

In common with other Commonwealth entities, the department operates in a tight fiscal environment. The level of resources available

to the department influences its work by, for instance, determining the number of staff that are available to be allocated to particular activities. This is considered to be a factor partially within the control of the department because, while there are opportunities for the department to influence the outcome of budget processes, final decisions in relation to the level of annual appropriations are made by the government.



Figure 1 - Organisational structure as at 1 July 2015

Security

The nature of the department's work and the way in which it conducts its business is impacted by security considerations, some of which are within the department's control and some of which are outside the department's control. The department, in collaboration with the Australian Federal Police as lead agency and the other departments of the Parliamentary Service, has a role in planning, implementing and monitoring security arrangements at Parliament House. However the security environment is, by its nature, unpredictable and not readily open to accurate forecasting about the likelihood or impact of future events. Security issues may also impact on committee activity throughout Australia.

The parliamentary cycle

The department's workload, and the activities it undertakes, can vary widely at different points in the parliamentary cycle. The timing of general elections is wholly within the control of the government and, while the maximum term of a parliament is fixed by the Constitution, the date on which parliament is dissolved prior to a general election being held is not generally known in advance. This factor is of significance because dissolution of the House results in a marked change in the nature of the department's work and a need to reallocate resources, including staff, to different tasks on relatively short notice.

Chamber and committee workload

The nature and amount of parliamentary and committee business being conducted can fluctuate from time to time and this, in turn, has an impact on the work of the department. These factors are outside the control of the department. Workload levels do not necessarily follow regular cycles and may not be open to accurate forecasting. For example, the number of sitting days and the amount of legislation being considered by the House can vary widely between parliaments and at different points in the parliamentary cycle. Similar variations are evident in the number of inquiries being pursued by parliamentary committees (and consequently the number of hearings being held and reports published). These factors are significant because additional resources – or a more intensive application of existing resources – may be required to support the House and committees at times when a high volume of business is being transacted.

Number of parliamentary delegations requiring departmental support

Changes in the number of parliamentary travelling delegations requiring the department's support can be expected to have an impact on the work of the department, because staffing resources must be allocated to make logistical arrangements and provide secretariat support for such delegations. This factor is largely outside the control of the department. It is significant because the need to provide support to a travelling delegation can arise at short notice and the resources involved are often substantial.

ICT arrangements

The nature of the department's work, and workload levels, are influenced by its access to suitable information and communications technology (ICT) services. Under arrangements which took effect on 1 July 2013, the Department of Parliamentary Services assumed responsibility for ICT services and facilities at Parliament House. Access to effective ICT is therefore considered to be a factor partially within the control of the department because, while there are opportunities for the department to influence the nature of the ICT services provided to it through consultative processes, ultimate responsibility for the provision of these services is borne by another agency. The department will continue to work with its stakeholders to develop and maintain ICT solutions that are appropriate, and will maintain strong relationships through the support of the various consultative, advisory and management forums relating to the provision of ICT services.

3. PERFORMANCE

The Department of the House of Representatives undertakes six distinct activities to achieve the purpose set out in this plan. The activities are summarised in Figure 2 and explained in detail below.

Activity 1 – Chamber and Federation Chamber

In the period covered by this plan, the department's Executive, Table Office and Chamber Research Office will:

- Provide advice and services to enable the House and Federation Chamber to meet and address business as scheduled. This includes processing of all bills, drafting of private members' bills, creating documents to support Members in the House, creating and processing the records and documents

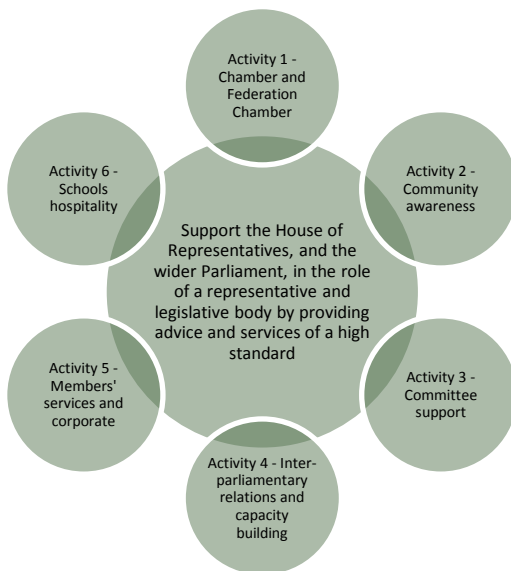
of the House and the collection, analysis and publication of procedural and statistical information

- Advise and support the Speaker, Members and others in relation to legislation and administrative matters

The department will have succeeded in undertaking this activity if:

- Advice and services meet the needs of Members in relation to procedural information and availability of statistical data

Figure 2 - The department's purpose and activities



- Advice is timely, accurate, and comprehensive and is based on an impartial and thorough understanding of issues

- Proposed legislation (Bills) and other Government business is processed within deadlines and in accordance with the Standing Orders and House of Representatives Practice

Activity 2 – Community awareness

In the period covered by this plan, the department's Parliamentary and Business Information Services Office will provide services to

increase public knowledge and awareness of and interaction with, the work of the House of Representatives and the Australian Parliament through a wide range of media resources and other activities. The department will continue to support the Parliamentary Education Office, which is jointly funded by the department and the Department of the Senate

The department will have succeeded in undertaking this activity if access to the work of the House and Australian Parliament is widely available to the public with participation rates continuing to increase over time

Activity 3 – Committee support

In the period covered by this plan, the department’s Committee Office will provide procedural, research, analytical, drafting and administrative support to:

- Enable House of Representatives and some joint committees to conduct and report on inquiries
- Support other activities of those committees

The department will have succeeded in undertaking this activity if:

- 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

Activity 4 – Inter-parliamentary relations and capacity building

In the period covered by this plan, the department’s International and Parliamentary Relations Office and Parliamentary Skills Centre will provide advice and services to:

- Facilitate and maintain national, international and regional relationships with other Parliaments, parliamentary bodies and organisations
- Assist developing Parliaments primarily within the Asia/Pacific region. Partnering in these activities with state and territory Parliaments and other organisations and through the education trust fund will continue

The department will have succeeded in undertaking this activity if:

- Arrangements for incoming and outgoing delegations are undertaken in a manner that meets the expectations of the Presiding Officers, delegates and diplomatic representatives
- Parliaments in the Pacific and other regions are provided with capacity building activities and support that meet their identified needs and increase their capabilities

Activity 5 – Members’ services and corporate

In the period covered by this plan, the Serjeant-at-Arms’ Office, People Strategies Office and Finance Office will:

- Provide advice and services to Members relating to accommodation in Parliament House, salaries and allowances and certain other entitlements
- Deliver high quality and valued corporate advice and services to the Department and Members
- Monitor developments in best practice parliamentary and public administration and continue applying them as appropriate
- Prioritise key risks to work, health and safety to maximise the wellbeing of staff and Members
- Assist in setting and delivering the corporate strategic direction
- Seek to obtain the resources needed to meet the requirements of the House, committees and the wider department into the future

The department will have succeeded in undertaking this activity if:

- Working through various forums across the parliamentary departments, common policies and frameworks are effectively aligned and assessed to achieve the right outcomes
- Financial and staff resources are managed efficiently and effectively, and expenditure levels are constrained within budgetary allocations
- Evaluations show a high degree of satisfaction with the provision of accommodation and office support services and to manage risks to the health and safety of Members, their staff and departmental staff

Activity 6 – Schools hospitality

In the period covered by this plan, the Serjeant-at-Arms' Office will:

- Arrange hospitality at the time of confirmation of booking of school visits
- Obtain feedback from visiting school groups on the provision of, and level of satisfaction with, hospitality they received during their visit

The department will have succeeded in undertaking this activity if:

- Hospitality is arranged at the time of confirmation of booking of school visits
- Visiting school groups are satisfied with the hospitality provided

4. RESOURCING

Resources are allocated by the Australian Government to the department every year as part of the budget process to enable the department to carry out the work necessary to achieve its purpose. The annual appropriation for each of the financial years covered by this corporate plan is set out in the department's Portfolio Budget

Statements for 2015-16 and summarised in the tables at Appendix 1. The tables in Appendix 1 include an indication of the number of people working in the department on each activity, expressed in terms of full-time equivalent (FTE) staff. Departmental appropriations are expected to remain relatively static in 2015-16 and 2016-17 before declining slightly in 2017-18 and 2018-19.

5. DELIVERY STRATEGY

The department's approach to achieving its purpose in the long-term focuses on four key result areas. The strategy is summarised in Figure 3 and described in detail below.

Capability

The department will be flexible and responsive in supporting the Parliament and its clients by:

- tailoring the department's services and support to respond to changing requirements as identified by Members while also nurturing the parliamentary institution to enhance the representative, legislative and scrutiny roles of the House;
- providing targeted information to new and continuing Members and their staff;
- identifying and seeking to obtain the resources and technology needed to meet the requirements of the House, committees and the department into the future, including encouraging opportunities for innovation and efficiency by the department's people, and enhanced monitoring of departmental performance and capability;
- ensuring that the department's governance, compliance and business continuity strategies are appropriate to its circumstances, and that its finances are managed within a sound framework; and
- continuing to enhance departmental knowledge management practices.

Relationships and collaboration

Robust relationships and good communication are critical to supporting the department's people and ensuring delivery of high quality services to a diverse group of internal and external stakeholders. The department will continue to strengthen relationships and collaboration by:

- sharing knowledge and ideas across the department on matters of common interest, and passing on to colleagues an understanding of the department’s tradition of professional support to the Parliament;
- extending the department’s formal and informal relationships with the other parliamentary departments to support implementation of a constructive and cooperative approach that ensures optimal delivery of all services including, where appropriate, shared services;
- continuing to develop cross-departmental governance arrangements, supported where relevant by transparent change management processes, to ensure sustainable delivery of services to meet the needs of the Parliament;

Figure 3 - Delivery strategy



- actively engaging with individuals and organisations outside of the Parliament to increase knowledge of parliamentary processes and the opportunities to contribute to these processes in a constructive and collaborative way;
- identifying and promoting opportunities for collaboration with research organisations, non-government bodies and other groups committed to the study and strengthening of parliaments; and
- increasing opportunities to exchange ideas, experiences, skills and capabilities with the department’s parliamentary colleagues in Australia, the Asia-Pacific region and beyond.

Leadership

The department recognises that leadership within the department will be strengthened by promoting its corporate identity and culture. The department will continue to build on its demonstrated leadership capability and the resilience of its staff by:

- sustaining and communicating to the department's people a clear direction for the department, including enhanced priority setting;
- encouraging staff at all levels and in different situations to demonstrate leadership;
- sharing the department's experiences to develop leadership in others;
- continuing high quality formal leadership development;
- empowering staff to take the initiative in their relationships with others;
- reinforcing the department's open and accountable culture by maintaining its commitment to effective communication across all levels; and
- continuing to provide effective performance management through ongoing feedback.

Skills and knowledge sharing

The department will ensure its people have the skills and knowledge to provide high quality service and that it is recognised as a rewarding place to work by:

- supporting training and development opportunities that both anticipate future requirements and are responsive to changing circumstances;
- emphasising in the department's training and the opportunities provided to staff the development of knowledge and skills in the application of parliamentary law, practice and procedure;
- fostering a culture that encourages the sharing of knowledge and experience;
- adopting strategies that attract and retain capable staff to meet the requirements of the department;
- adopting flexible work practices which nurture a healthy and resilient work environment whilst meeting the operational needs of the department;
- identifying opportunities for shared training across the parliamentary departments which foster greater consistency and quality in service provision; and
- planning for the medium and long-term future of the department in the context of changing workforce demographics and implementing necessary strategies to meet future requirements.

6. PERFORMANCE MEASUREMENT AND ASSESSMENT

The department's performance in undertaking its activities will be assessed during the period covered by this corporate plan using the measures set out at Appendix 2. In using these performance measures, the department aims to ensure that its work is:

- efficient, in the sense that it represents good value for money, and
- effective in delivering the outcomes expected by the Speaker and Members of the House.

The performance measures used by the department are both qualitative and quantitative in nature. 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, particularly Members of the House of Representatives and their staff, with the advice and services the department provides.

The qualitative and quantitative measures that will be used by the department to assess its performance in undertaking its activities, and the department's targets for each measure, are set out in Tables 1 and 2 of Appendix 2.

In addition to these qualitative and quantitative measures, the department monitors its work output by reference to a number of activity measures linked to the activities described above. These activity measures are listed in Table 3 of Appendix 2. No targets are set in respect of activity measures.

Assessment methodology

The department's performance in respect of the qualitative measures listed in Table 1 of Appendix 2 is assessed annually by means of a sample survey of Members of the House of Representatives. The outcomes of the survey are included in the department's annual report.

The department's performance in respect of the quantitative and activity measures listed in Tables 2 and 3 of Appendix 2 is assessed throughout the year by managers collecting data relevant to the various measures. Data are reported to the Executive at quarterly intervals and included in the department's annual report.

7. CAPABILITY

The department's workforce, ICT and financial planning processes are aimed at ensuring the department has the organisational capability to achieve its purpose.

Workforce plan

The development and implementation of a workforce plan will assist the department in meeting its objectives and the delivery of better support to the Speaker and Members. It will also assist in prioritising human resources activities such as recruitment and retention, training and development and succession planning.

In 2015-16 the department will develop a workforce plan, commencing with a workforce risks assessment.

ICT capability planning

The information and communications technology (ICT) functions and responsibilities of the Department of the House of Representatives and the Department of the Senate were transferred to the Department of Parliamentary Services (DPS) on 1 July 2013 following a review of parliamentary ICT conducted in 2012. The department's ICT planning processes are therefore focused on identifying its operational and strategic requirements and ensuring those requirements are communicated to DPS in as timely and effective a manner as possible.

Strategic financial planning

The department's strategic financial planning processes are focused on equipping the department to serve its clients efficiently and effectively, develop its staff and work collaboratively with its stakeholders. A key priority for the department is to keep pace with technological change, including by investing in new business systems, as a way of sustaining and enhancing the quality of its service delivery to Members and the wider community. The department's financial planning processes also enable it to respond flexibly to the changing demands and workloads experienced during the different phases of the parliamentary cycle.

In 2014-15, all areas of the department experienced high levels of activity resulting in increased supplier and employee expenses, which is typical for the middle year of the three-year parliamentary term. 2015-16 will be the final year of the parliamentary term, however activity levels across all areas of the department are expected to remain high. The department has been granted additional funding for departmental functions in the first two financial years covered by this corporate plan but total appropriations are expected to decline in the latter two years, requiring a renewed focus on expenditure restraint and productivity improvements.

8. RISK OVERSIGHT AND MANAGEMENT

The key elements of the department’s risk oversight and management system are summarised in Figure 4 and explained in detail below.

Audit Committee

The department’s Audit Committee has been established under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) to provide independent assurance to the Clerk and Deputy 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. The Committee is required to meet at least four times per year and it is supported by a secretariat of departmental officers.

Risk Management Policy and Framework, Risk Management Plan

The department has adopted a Risk Management Policy and Framework to ensure that systematic and effective consideration is given to risks and potential opportunities as an integral part of well-informed departmental management, planning and decision-making. The Risk Management Policy and Framework meets legislative and other regulatory requirements that apply to the department under the PGPA Act and through the Commonwealth Risk Management Policy. It defines the department’s risk appetite and level of risk tolerance, and allocates responsibility for aspects of risk planning and mitigation to staff at various levels.

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 Framework and Risk Management Plan are available to all staff via the department’s intranet.

Fraud Control Plan and Fraud Risk Assessment

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

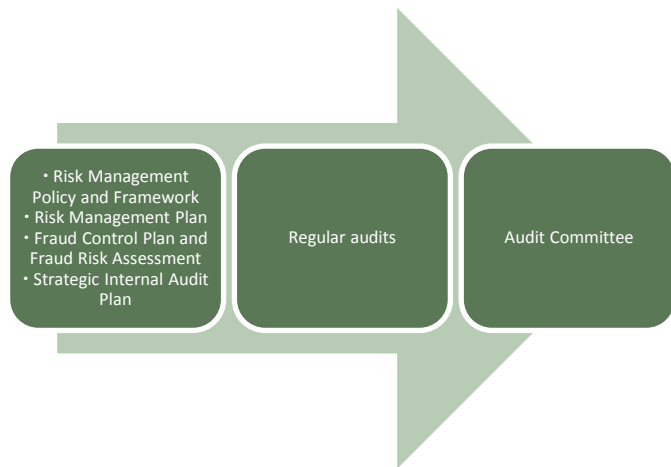


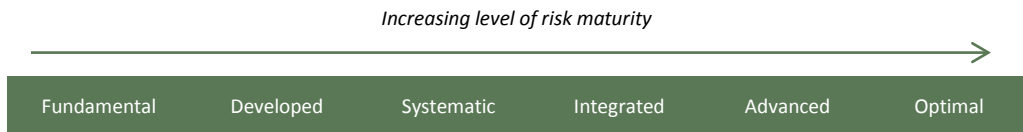
Figure 4 - Risk oversight and management

Strategic Internal Audit Plan

A Strategic Internal Audit Plan has been developed by the department's internal auditor under the auspices of the Audit Committee. It lists performance, compliance and information technology audits to be conducted during the period 2015-18. The aim of the Strategic Internal Audit Plan is to support existing assurance frameworks while assisting with identifying and addressing department-wide risks and control issues. The Strategic Internal Audit Plan was developed by the internal auditor on the basis of existing risk documentation and interviews with senior staff of the department, and will be subject to annual reviews to ensure it continues to be aligned with areas of highest priority. The outcomes of these audits, and any recommendations arising, will be reported to the Audit Committee for its consideration.

Comcover Risk Management Benchmarking Survey

With the introduction of the PGPA Act, the completion of the Comcover annual Risk Management Benchmarking Survey is mandatory. The Benchmarking Programme is based on a six level maturity model, as illustrated below:



The results from this survey in 2015 indicate that the Department has reached a risk maturity of *Developed*. The average maturity level of all survey participants in 2015 is *Integrated*. The Department has set a target state of risk maturity to reach within the next 12 months of *Systematic*. The elements that the Department will focus on during the next 12 months are:

1. Maintaining risk management capability
2. Developing a positive risk culture
3. Understanding and managing shared risk

This target maturity level is less than agencies of comparable size and purpose. The Department will work towards achieving this target by increasing risk management awareness through appropriate training to staff and bi-annual reporting to the Executive on the seven risk categories contained in the Department's Risk Management Plan 2015-17.

Appendix 1 – Resourcing tables

Note: This appendix is a summary only. Detailed resourcing information can be found in the department’s Portfolio Budget Statements and annual reports.

Activity 1 – Chamber and Federation Chamber

SES officers and area responsible: Clerk, Clerk Assistant (Table), Table Office, Chamber Research Office

	2015-16 Budget	2016-17 Forward estimate	2017-18 Forward estimate	2018-19 Forward Estimate
Appropriation (\$'000)	2,948	2,937	2,882	2,902
Staffing complement (FTE)	23.1	23.1	23.1	23.1

Activity 2 – Community awareness

SES officers and area responsible: Serjeant-at-Arms, Parliamentary and Business Information Services Office

	2015-16 Budget	2016-17 Forward estimate	2017-18 Forward estimate	2018-19 Forward estimate
Appropriation (\$'000)	1,254	1,249	1,225	1,234
Staffing complement (FTE)	4.62	4.62	4.62	4.62

Activity 3 – Committee support

SES officers and area responsible: Clerk Assistant (Committees), Committee Office

	2015-16 Budget	2016-17 Forward estimate	2017-18 Forward estimate	2018-19 Forward estimate
Appropriation (\$'000)	7,709	7,679	7,535	7,588
Staffing complement (FTE)	66.22	66.22	66.22	66.22

Activity 4 – Inter-parliamentary relations and capacity building

SES officers and area responsible: Deputy Clerk, Clerk Assistant (Table), International and Parliamentary Relations Office, Parliamentary Skills Centre

	2015-16 Budget	2016-17 Forward estimate	2017-18 Forward estimate	2018-19 Forward estimate
Appropriation (\$'000)	1,751	1,746	1,576	1,262
Special account (\$'000)	60	60	60	60
Staffing complement (FTE)	9.24	9.24	9.24	9.24

Activity 5 – Members' services and corporate

SES officers and area responsible: Serjeant-at-Arms, Serjeant-at-Arms' Office, Finance Office, People Strategies Office, Parliamentary and Business Information Services Office

	2015-16 Budget	2016-17 Forward estimate	2017-18 Forward estimate	2018-19 Forward Estimate
Appropriation (\$'000)	7,446	7,416	7,278	7,328
Capital expenditure (\$'000)	642	643	654	658
Staffing complement (FTE)	50.82	50.82	50.82	50.82

Activity 6 – Schools hospitality

SES officers and area responsible: Serjeant-at-Arms, Serjeant-at-Arms' Office

	2015-16 Budget	2016-17 Forward estimate	2017-18 Forward estimate	2018-19 Forward estimate
Appropriation (\$'000) (administered funds)	324	323	322	316

Appendix 2 – Performance measures

Table 1: Qualitative performance measures (annual)

Activity	Measure	2015-16 target	2016-17 target	2017-18 target	2018-19 target
1	Level of satisfaction among surveyed Members with the quality and timeliness of Chamber support and advisory services	99% satisfied		99% satisfied	
1	Level of satisfaction among surveyed Members with the quality and availability of procedural and statistical publications, and support in obtaining such information	90% satisfied		90% satisfied	
2	Level of satisfaction among surveyed Members with the work of community outreach in raising awareness of the work of Parliament	95% satisfied		95% satisfied	
3	Level of satisfaction among surveyed Committee Members with the thoroughness, accuracy and timeliness of advice and services provided	90% satisfied		90% satisfied	
3	Level of satisfaction among surveyed Committee Members with the standard of Committee reports	90% satisfied		90% satisfied	
4	Level of satisfaction of Presiding Officers with arrangements for incoming and outgoing delegations	Very satisfied		Very satisfied	
4	Level of satisfaction among delegates and diplomatic representatives with arrangements for incoming and outgoing delegations	Very satisfied		Very satisfied	
4	Level of satisfaction among parliaments in the Pacific region with the training and equipment purchases provided through the education fund	Very satisfied		Very satisfied	
5	Level of satisfaction among Members and staff with the provision of accommodation and office support services	95% satisfied		95% satisfied	
6	Level of satisfaction among visiting school groups with hospitality provided	Very satisfied		Very satisfied	

Table 2: Quantitative performance measures (annual)

Activity	Measure	2015-16 target	2016-17 target	2017-18 target	2018-19 target
1	Percentage of Chamber support service standards met for sittings of the House and meetings of the Federation Chamber, with no significant errors	100%		100%	
1	Percentage of bills (proposed legislation) processed within deadlines and with no significant errors	100%		100%	
2	Number of participants in community awareness programs and subscribers to digital services	Number of participants and subscribers continues to increase over time			
5	Percentage of variations to salary and allowances and salary increases processed accurately	99%		99%	
6	Percentage of visiting school groups provided hospitality on time	100%		100%	

Table 3: Activity measures (annual)

Activity	Measure
3	Number of Committee reports
3	Number and duration of Committee meetings
4	Levels of participation in parliamentary organisations
5	Number of Parliament House suite-related services provided to Members
5	Number of transport services provided to Members

Appendix 3

Further information

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

- [Portfolio Budget Statements](#)
- [Annual reports](#)
- [Risk management plans and assessments](#)
- [Service charter](#)

List of requirements

The *Public Governance, Performance and Accountability Rule 2013* sets out the matters that must be included in the department’s corporate plan.

<i>Item</i>	<i>Topic</i>	<i>Matters to be included</i>	<i>Page number</i>
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.	ii
2	Purposes	The purposes of the entity.	1
3	Environment	The environment in which the entity will operate for each reporting period covered by the plan.	1-3
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.	3-10 Appendix 1 Appendix 2
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.	10-11
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).	12-14