



PARLIAMENT OF AUSTRALIA
DEPARTMENT OF PARLIAMENTARY SERVICES

CORPORATE
PLAN

19
20



GUIDANCE FOR THE USE OF THE CORPORATE PLAN

The Department of Parliamentary Services' (DPS) Corporate Plan is the primary planning document for the department and informs the reader about the strategic direction of DPS and the significant activities we will undertake over the four-year plan. The Corporate Plan was developed in accordance with the enhanced Commonwealth Performance Framework which was established by the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and relevant sections of the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule).

The Department of Finance administers and provides guidance, advice and support regarding the Commonwealth Performance Framework. DPS considered the following Department of Finance material in the development of the 2019–20 Corporate Plan:

- Resource Management Guide—130 Overview of the enhanced Commonwealth performance framework
- Resource Management Guide—131 Developing good performance information
- Resource Management Guide—132 Corporate plan for Commonwealth entities, and
- the enhanced Commonwealth performance framework 2017–18 corporate plans lessons learned, January 2018.

The Corporate Plan is a strategic document that outlines:

- the purpose of the department
- what the department will do to achieve its purpose (intended results and high level activities), and
- how it will know that it has achieved its purpose (performance criteria).

The audience for the Corporate Plan is:

- DPS staff
- the Presiding Officers
- parliamentarians
- other parliamentary departments, and
- the Australian public.

The Corporate Plan has individual sections on our:

- purpose and strategic themes
- departmental structure
- planning framework
- environment
- relationships
- capability
- risk, and
- performance.

In 'Outcomes, Activities and Results' we integrate the information from these individual sections to provide a consolidated view by strategic theme. In this section we outline what we want to achieve, what activities will be undertaken to make that happen, and how we will know that we have been successful.

SECRETARY'S FOREWORD

I am pleased to present the 2019–20 DPS Corporate Plan for the 2019–20 to 2022–23 reporting period.

The Corporate Plan is our principal planning document and provides a clear path outlining our purpose, the activities we will undertake to achieve our purpose, and how we will measure our performance over the four-year planning horizon. It is reviewed and updated annually to reflect changes in our environment and accordingly, our priorities.

In 2019–20 we will continue our focus on supporting the Australian Parliament and parliamentarians through innovative, unified and client-focused services.

DPS will continue to drive an ambitious capital works program. The significant security and infrastructure renewal work undertaken in the past two years and planned works over the coming years will ensure that Australian Parliament House remains one of the foremost expressions of Australian parliamentary democracy.

We are responsible for storing, managing and protecting significant volumes of information as an asset. We will continue to enhance our digital capability including cyber resilience in cooperation with our security and intelligence partners.



DPS has been through a period of change and consolidation in recent years. Considerable efforts have been directed towards implementing policies, systems and processes to not only meet compliance based requirements but also achieve best practice where possible.

In the previous 12 months, we entered our next stage of maturity by directing efforts towards innovation and development of our organisational culture. For 2019–20 we will continue to build on these priorities and initiate workforce capability strategies.

Moving forward we will strive to cohesively and collaboratively work together, and with our colleagues in the other parliamentary departments to achieve our collective purpose in supporting the work of Parliament in its functions of legislating, representing citizens, scrutiny and formation of the Australian Government.

Rob Stefanic

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Images by Auspic

INTRODUCTION

I, Rob Stefanic, as the accountable authority of DPS, present the 2019–20 DPS Corporate Plan, which covers the 2019–23 reporting periods, as required under paragraph 35(1)(b) of the PGPA Act.

The 2019–20 Corporate Plan is aligned with our Portfolio Budget Statements (PBS) 2019–20.

The DPS PBS has one outcome and two programs which are supported by the four strategic themes in our Corporate Plan.

DPS will report to what extent we have achieved our purpose as outlined in this Corporate Plan in our 2019–20 Annual Performance Statements.

OUR PURPOSE AND VISION

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

DPS supports Australia’s Parliament and parliamentarians through innovative, unified and client-focused services. We are proud to be custodians for Parliament House as the pre-eminent symbol of Australian parliamentary democracy and as a significant destination for our citizens and international visitors alike.

OUR STRATEGIC THEMES

Our Strategic Themes support our purpose.

FIGURE 1: Strategic themes





DPS Executive Committee (L-R): Acting Chief Operating Officer, Mr Rob Brigden, Acting Deputy Secretary, Ms Cate Saunders, Secretary, Mr Rob Stefanic, Acting First Assistant Secretary Building and Security Division, Ms Fiona Knight, Chief Information Officer, Mr Antony Stinziani and Parliamentary Librarian, Dr Dianne Heriot

OUR DEPARTMENTAL STRUCTURE

DPS is established as a department under the *Parliamentary Service Act 1999* (PS Act). The Australian Parliamentary Service serves the Parliament by providing professional support, advice and facilities to each House of the Parliament, the parliamentary committees and to senators and members of the House of Representatives, independently of the Executive Government of the Commonwealth.

DPS is responsible to both houses of Parliament through the Speaker of the House of Representatives, the Hon. Tony Smith MP and the President of the Senate, Senator the Hon. Scott Ryan.

The Secretary is the administrative head of the Department and accountable authority. The Parliamentary Librarian (who is the head of a statutory office) reports directly to the Presiding Officers—and to the Joint Standing Committee on the Parliamentary Library—in respect of her statutory functions.

In March 2019, the Secretary established the position of Deputy Secretary for a period of 12 months, with a view to evaluating the merits of a permanent role. The Deputy Secretary reports directly to the Secretary, is the Secretary's delegate when required and has operational oversight of the Chief Operating Officer and the Building and Security Divisions. The Chief Information Officer reports directly to the Secretary. The Parliamentary Librarian manages the Design Integrity and Archives Unit on behalf of the Secretary as additional duties.

The DPS structure is organised into four Divisions; each uses the strategic themes, high-level activities and intended results to drive business performance which supports the successful function of our role and achievement of our purpose.

The DPS Executive Committee is the Department's primary governance body and comprises the Secretary (Chair), Deputy Secretary, Parliamentary Librarian, Chief Operating Officer, Chief Information Officer, First Assistant Secretary for Building and Security Division and Chief Financial Officer.

FIGURE 2: DPS Departmental Structure





OUR PLANNING FRAMEWORK

The DPS Planning Framework reflects the core elements of the enhanced Commonwealth Performance Framework.

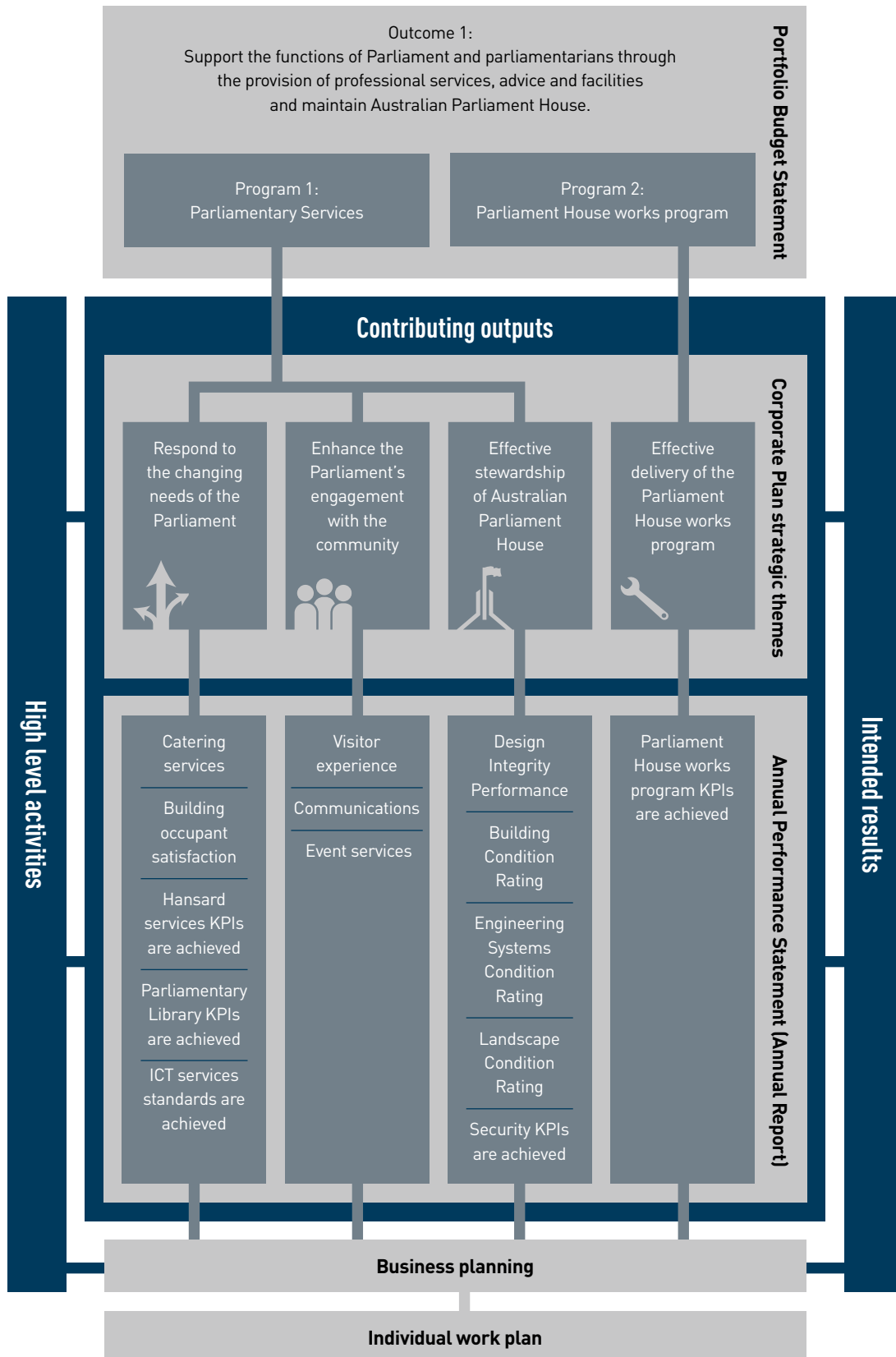
Our Corporate Plan is reviewed at the beginning of each annual reporting cycle and outlines our purpose, how we will measure our performance and what elements (environment, capability and risk) will play a role in how successful we are and what impact we expect to have. To ensure the Corporate Plan is our primary planning document we integrate elements of our Corporate Plan into our business planning and individual work plan processes.

The PBS set out our annual appropriations (funding) and how we will measure the impact of the expenditure against our purpose.

Our Annual Performance Statements are included as a section in our annual report, which is developed at the end of the reporting cycle. The Annual Performance Statements report on our actual performance for the previous financial year against the targets contained in our Corporate Plan and PBS, and provide analysis of the extent to which we have succeeded in achieving our purpose—including what was achieved, to what standard, and what was the impact of our achievements.

Maureen Cahill (1947), Suspended sculptural installation, [Willy Willy], comprising 18 panels (1986-1988). Clear float glass, kiln-fired and slumped, with polyester film, stainless steel cable, metal and plastic fittings, metalwork. Parliament House Art Collection.

FIGURE 3: DPS Planning Framework





OUR ENVIRONMENT

DPS operates within a complex and diverse environment supporting both the functions of the Australian Parliament and the operations of Parliament House.

The building is used by more than one million people each year including visitors and those with business at Parliament House. On average over 2,000 visitors come to Parliament House each day and approximately 3,500 people work in the building on a sitting day.

Our purpose is to support the functions of the Australian Parliament and the work of parliamentarians and keep the building safe, secure and accessible to the public.

DPS works collaboratively with the other three parliamentary departments in the Australian Parliamentary Service to collectively support Australia's Parliament, independently of the Executive Government of the Commonwealth.

The Department follows the guiding objectives of the Strategic Plan for Parliamentary Administration, which are:

- providing services and support to enable both Houses of Parliament and their committees to function effectively
- ensuring parliamentarians are supported in their work today and we are responsive to the future
- enhancing engagement in the work of the Parliament
- ensuring Australian Parliament House operates in a safe and accessible workplace and national institution, and
- enhancing our capability as an independent, non-partisan and professional parliamentary service.

DPS also works respectfully in partnership with the moral rights administrators of the design of Parliament House where works may impact on the design integrity of the building and its landscape.

Our environment is influenced by a number of different challenges. These challenges are distilled into three categories based on our level of control.



1. Challenges in full control of DPS

- our accountability to the Presiding Officers, to the Australian Parliament and the Australian community, and
- our relationships with other key stakeholders.

2. Challenges in partial control of DPS

- our relationships with the other Australian Parliamentary Service departments
- maintenance of the building for its occupants and visitors to Parliament House
- client expectations
- accessibility to Parliament House for building occupants and visitors
- international and interstate visitors to Canberra
- changes in technology, and
- the safety and security of Parliament House occupants and visitors.

3. Challenges beyond the control of DPS

- the parliamentary calendar
- accommodation capacity in Parliament House to meet changing needs
- changing security environment, and
- the geographical position of Parliament House and the parliamentary precincts in relation to the Canberra region.

Activities that will help us influence and respond to our environment are outlined by strategic theme in the Outcomes, Activities and Results pages of this Corporate Plan.

Our challenges impact the way we plan and deliver on our services. To meet these challenges and achieve our purpose we will continue to strengthen our relationships with key stakeholders on common interests and shared risks.

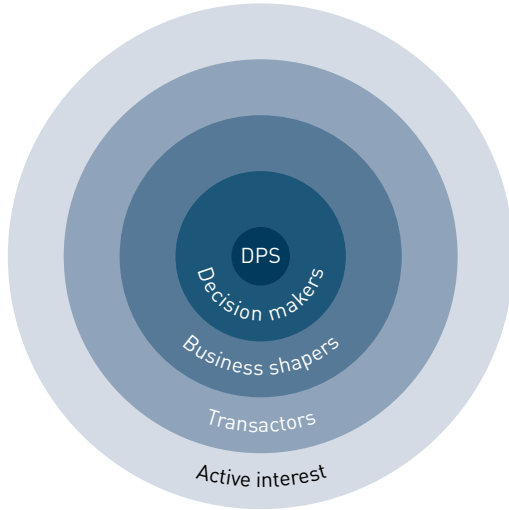
OUR RELATIONSHIPS

DPS' relationships are pivotal to achieving our purpose. We work collaboratively with the Australian Parliamentary Service Departments, a range of customers and stakeholders to ensure that we continue to be able to meet their needs.

Our relationships are as diverse as the services provided by DPS and are shaped by our operating context.

The people, bodies and agencies we collaborate with have varying degrees of influence and interest in our work—as illustrated by the circles of influence pictured below in Figure 4.

FIGURE 4: Circles of influence



Some of our key relationships—and examples of activities or common interests for 2019–20—are described in more detail in Figure 5.

FIGURE 5: Our relationships

Relationship	Activity
Presiding Officers	Security Management Board
	Art Advisory Committee
	Historic Memorials Committee
Australian Parliamentary Service Departments	Department Heads meetings
	Parliamentary Administrative Advisory Group
	Strategic ICT Group
	Joint Management Committee
	Parliamentary Education Office
	Reconciliation Action Plan Champions Group
Parliamentarians	Joint Standing Committee on the Parliamentary Library
	Parliamentary ICT Advisory Board
Australian community	Visitors to Parliament House
Department of Finance	Electorate Office IT
	Communities of Practice
Governance, Agency Advice Unit, and Chief Finance Officer Branch	Third party appropriation drawing rights, communities of practice, budgeting and financial reporting
Regulators	Financial Statements audit
	Safety Auditing
	ComCover Benchmarking Survey
Vendors	Construction Industry Brief on Annual Procurement Plan
	Contractual Service providers
Events ACT	Partner in special events eg. Enlighten
Australian Federal Police	Joint Management Group
	Incident and Planning Response Committee
	Weekly Liaison Meeting
Australian Signals Directorate	Annual Cyber Maturity Assessment, ongoing consultation on cyber security
Australian Security Intelligence Organisation	Collaboration on national security matters
Digital Transformation Agency (DTA)	Large scale procurements, digital service standards, collaboration on best practice across federal agencies

Frequency	2019–20 Quarter				Common interest/ shared risks
	1	2	3	4	
Bimonthly	●	●	●	●	Provide specialist security advice and support to the Presiding Officers
Biannually		●	●		Selection of artworks for the Parliament House Art Collection
As required	●	●	●	●	Commissioned portraits of the holders of certain parliamentary, judicial and vice-regal offices and certain commemorative paintings for inclusion in the Historic Memorials Collection
Quarterly (formal), as required	●	●	●	●	Coordination between Australian Parliamentary Service Departments on common or joint activities
Quarterly	●	●	●	●	Common interpretation, understanding, and application of legislation, policy and process
Quarterly	●	●	●	●	Provision of ICT services
Quarterly	●	●	●	●	Provision of ICT services
Ongoing	●	●	●	●	Coordination of school tours
Quarterly	●	●	●	●	Development and implementation of the 2019–22 Reconciliation Action Plan
Quarterly	●	●	●	●	Provide advice to the Presiding Officers on the Parliamentary Library
Quarterly	●	●	●	●	Provide guidance in the delivery of the Parliament of Australia Digital Strategy 2019–22
Ongoing	●	●	●	●	Symbol of Australian democracy and access to parliamentary processes
Ongoing					Management of Parliamentary Business Resources appropriation
As required	●	●	●	●	Ongoing management and compliance with planning, performance, insurance, risk, business continuity and audit
Ongoing	●	●	●	●	Budgeting process, compliance, and financial reporting
Annually					Management of activity or process
Ongoing	●	●	●	●	
Annually				●	
Annually	●				In conjunction with the Chief Finance Officer. Include consulting opportunities on projects under development
As required	●	●	●	●	Performance discussions held periodically this includes Licensees (Retail)
Quarterly	●	●	●	●	Enhance existing relationships, and program them into regular scheduled meetings/engagements
Weekly	●	●	●	●	Management of operational security matters within Parliament House precincts.
Bimonthly	●	●	●	●	Management of security and emergency incident planning and response operations
Weekly	●	●	●	●	Weekly briefing of operational matters relating to Joint Security Model.
Ongoing	●	●	●	●	Cyber Security, integrity and cyber resilience of public sector ICT networks and data
Ongoing	●	●	●	●	National Security related to the Parliament and Parliament House
Ongoing	●	●	●	●	Effective delivery of digital services across the public sector, value for money and quality of services



Relationship	Activity
Attorney-General's Department	Protective Security Policy Framework
Other Parliaments (States and Territories)	Annual Australian and New Zealand Parliamentary IT (ANZPIT) meeting; information sharing
Other Parliaments	Cyber awareness, collaboration and intelligence threat sharing
Australian and New Zealand Parliamentary Libraries	Annual Association of Parliamentary Libraries meeting. Information and knowledge sharing
International Parliamentary Libraries and Research Services	Biennial Association of Parliamentary Librarians of Asia and the Pacific meeting. Annual meetings (and intersessional work) International Federation of Library Associations and Institutions.
National Capital Authority	Coordination of Land Planning matters
ACT Environment, Planning and Sustainable Development Directorate	Coordination of Land Planning matters
Australian Government Security Vetting Agency	Security Clearance
Department of Home Affairs	Australian Criminal Intelligence Commission
Federal Parliamentary Press Gallery	Press Gallery Committee representing media occupants of Australian Parliament House
Independent Parliamentary Expenses Authority	Parliamentary Business Resources Regulation

Frequency	2019–20 Quarter				Common interest/ shared risks
	1	2	3	4	
Ongoing	●	●	●	●	To ensure a consistent approach to safeguarding our people, information and assets. Provides guidance and support to deliver appropriate protective security policy settings across Australian Government entities
Ongoing, but main event ANZPIT meeting Q4				●	Delivery of quality ICT, Hansard and Broadcasting services for parliaments
Quarterly virtual meetings and face to face summit every two years. Cyber Flag held annually	●	●	●	●	Improved cyber threat resilience and sharing of best practice in cyber security
Ongoing and as required	●	●	●	●	Delivering library and research services to the Parliament
Ongoing and as required	●	●	●	●	Delivering library and research services to the Parliament Information and knowledge sharing
Ongoing	●	●	●	●	Land planning matters
Ongoing	●	●	●	●	Includes public transport and car parking matters
Ongoing	●	●	●	●	Issuing and maintenance of security clearances for employees and contractors
Ongoing	●	●	●	●	National Police History Checks for all new employees and contractors
Ongoing	●	●	●	●	Enhance existing relationships, and program them into regular scheduled meetings/engagements
Quarterly	●	●	●	●	Delivery of services to parliamentarians using ICT infrastructure

OUR CAPABILITIES

DPS has a highly diverse workforce that requires us to build capability across a range of occupations, including specialised trades and vocational professions. We are committed to continuous improvement and building our capability across the department to ensure we are well placed to achieve our purpose and meet future challenges.

Strengthening organisational capability continues to be a key priority for DPS as we continue to embed a culture of innovation, unified and client focused services across all areas of the agency. As an organisation, we are committed to developing our people and ICT capability over the life of this plan. Accordingly, the Secretary's focus for 2019–20 will be:

- Fostering innovation
- Strategic workforce planning, and
- Digital Capability.

INNOVATION

In 2019–20 DPS will focus on developing an organisational innovation capability to assist in identifying and generating improvements in our daily processes and introduce new approaches or initiatives to help improve outcomes for DPS clients.

Through consultation with staff, three key themes have been identified as innovation areas to explore in 2019–20, they are:

- creating an innovation culture
- improving processes to streamline day to day work, and
- leveraging technology to address future challenges.

An organisational innovation capability will strengthen DPS' ability to respond to the service challenges of the future by supporting our staff to identify, develop and share business solutions across the department.



Carpentry apprentice, Allannah Rennie at work at Parliament House.

WORKFORCE PLANNING

In 2019–20 we will develop a Strategic Workforce Plan that will clearly connect our future business focus to our people capability needs. The focus of the plan will be to identify the department's critical workforce needs and capabilities for the future including identifying those roles that have the greatest impact on the delivery of our business objectives.

This Strategic Workforce Plan will outline strategies to mitigate our workforce risks so the department can protect and develop those skills to ensure we achieve our purpose to support the functions of the Australian Parliament and the work of parliamentarians.

DIGITAL CAPABILITY

This year, DPS commenced implementation of the Australian Parliament Digital Strategy 2019–22. The Digital Strategy is shaped by four strategic themes:

- manage information as a strategic asset
- innovative digital content delivery and publishing
- anywhere, anytime, anyhow, and
- shaping how we work together.

The Digital Strategy is underpinned by a series of Roadmaps, that will be developed to provide a forward outlook for investment in technology.

The Department will deliver solutions using agile and lean ICT methodologies to respond to the Parliament's changing needs. This revised approach will allow business areas to routinely monitor and adjust priorities, and foster greater interaction between technical staff and business representatives. ICT capital investment will be categorised by the Roadmaps, to ensure alignment between the objectives of the Digital Strategy and capital investment.

Drawing on the expertise within the recently established Cyber Security Operations Centre, DPS will further develop its security depth in 2019–20, including threat intelligence capability to predict and mitigate cyber threats. The Parliament's future technology innovations will be strengthened by streamlined security risk assessments and accreditation processes, underpinned by a Cyber Security Strategic Plan.

DPS will continue to improve the way it engages with stakeholders to achieve business outcomes through greater collaboration and transparency. The Department will partner with its clients to deliver services and solutions in the timeliest manner and maximise efficient use of resources.

Our capital works plan will respond to the changing needs of the Parliament and ensure the effective stewardship of Parliament House. The capital planning process covers the forward estimates, focuses on the life cycle of assets and is prioritised in line with the DPS purpose and strategic themes. With the evolution of technology we are increasingly looking at using value for money 'as a service' based solutions. This will challenge our traditional capital funding model as expenditure shifts to our operational budget.



Electrician apprentice, Nelson Paris-d'Arbela at work at Parliament House.

OUR RISK OVERSIGHT AND MANAGEMENT

DPS operates in a demanding and dynamic environment. To support the function of Parliament House, the work of parliamentarians through the provision of professional services, advice and facilities, and to make the building and the important activity that takes place within it accessible, we must be one of the Commonwealth’s best managers of risk.

There is a high degree of public and political interest and scrutiny in what we do. We have to identify, mitigate and manage a vast array of operational, commercial, compliance and other risks. The Parliament expects DPS to be able to monitor and manage a high level of risk and mitigate where practicable.


DPS is committed to embedding risk management as part of the culture on the basis that shared understanding of risk leads to better decision making. The DPS risk management framework is a set of policies, processes and structures that assist staff to successfully identify and engage with risks on a daily basis.

The framework complies with the Commonwealth Risk Management Policy, which supports the requirements of section 16 of the PGPA Act, and includes the 11 principles set out in the AS/NZS ISO 31000:2018 to manage risk effectively.

FIGURE 6: DPS Risk Management Framework



FIGURE 7: DPS Strategic Risks



Our Strategic Risks	
Delivering our services	DPS fails to maintain and support the functioning of Parliament
Maintaining and enhancing our capability	DPS fails to develop and maintain the necessary capability to deliver efficient and effective services to the Parliament
Information management	DPS does not have access to, or fails to maintain accurate, complete and timely information
Collaboration	DPS fails to effectively collaborate and communicate
Works program	DPS fails to effectively deliver the Parliament House program of capital works
Security	Protective security, including cyber security, is compromised
Safety and accessibility	DPS fails to maintain a safe environment for building occupants and visitors
Design integrity	DPS fails to put in place adequate systems and resources to ensure that the design integrity of the building and landscape is maintained

Strategic Risks

Our Strategic Risks articulate the key risks we face that could impact on our ability to achieve our purpose, high level activities and intended outcomes. The Strategic Risks are identified and managed by our Senior Executive Staff, with ownership of the risks at the Executive Committee level.

The descriptions of the Strategic Risks facilitate the identification of the principal causes of each risk and the principal controls which are currently in place to mitigate the risks.

DPS is committed to ensuring risk management concepts, policies and practices are embedded in our day to day work. DPS has developed a Risk Appetite Statement, Risk Management Policy and Framework, and associated risk templates and reference documents to help inform staff of their risk management obligations and to provide practical guidance to documenting risks appropriately. Elements that contribute to the development of a positive risk culture to help us achieve our purpose are:

- the Executive Committee support and drive the adoption of the risk management framework
- managers promote and implement the risk management framework
- the benefits of risk management are well communicated
- 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 procurement, business planning and performance management, ensuring that risk management is part of everyday decision making.

Risk management underpins our strategic planning and business planning decision-making processes.

Risk Appetite

The DPS Risk Appetite Statement is an integral element of the DPS risk management framework, defining how much risk we are willing to accept in achieving our strategic outcomes. It allows us to make informed decisions in developing new services, improve efficiency and reduce delays in decision making. It allows staff to better identify opportunities for further risk taking or identify areas where unacceptable risk taking is occurring.

DPS' assurance activities such as internal and external audits and management assurance activities are a critical element of assessing progress in developing a positive risk culture. As an independent function, the Audit Committee provides assurance to the Secretary on the effectiveness and efficiency of our risk management framework and identification of risks and advises whether the internal audit plan is 'risk informed'.

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 is to be provided to all work areas. DPS will undertake a number of activities to regularly monitor, review and improve risk management.

FIGURE 8: Risk management calendar

Activity	Frequency	2019–23 Quarter				Reporting to	Relevant framework
		1	2	3	4		
Review Business Continuity Management Policy and Framework	Biennially			●		Executive Committee, Audit Committee	Risk Management Strategy
Review of Risk Management Policy and Framework	Biennially		●			Executive Committee, Audit Committee	
Branch Plan Development—Risk Assessment	Annually			●		Secretary	Risk Management Policy and Framework
Branch Plan—Risk Assessment review	Biennially	●		●		Secretary, Executive Committee	
Face-to-face Risk Management Training	As required					Executive Committee	
Project Risk Assessment	As required					Project Management Governance	
Strategic and Fraud Risk review	Annually	●				Executive Committee, Audit Committee	Risk Management Policy and Framework, Fraud Control Framework
Strategic Risk reporting	As required					Executive Committee, Audit Committee	
Fraud Risk reporting	Biennially		●		●	Executive Committee, Audit Committee	
Fraud training	As required					Executive Committee, Audit Committee	DPS Fraud and Corruption Control Framework
Review Fraud Control Framework and Fraud Control Plan	Biennially			●		Executive Committee, Audit Committee	
Fraud Risk Assessment	Annually			●		Executive Committee, Audit Committee	
The Annual Australian Institute of Criminology Fraud Survey Questionnaire	Annually		●			Australian Institute of Criminology, Executive Committee, Audit Committee	Commonwealth Fraud Policy, DPS Fraud and Corruption Control Framework

Activity	Frequency	2019–23 Quarter				Reporting to	Relevant framework
		1	2	3	4		
Review of Continuity of Parliament Plan	As required					Security Management Board	Business Continuity Management Policy and Framework
Review Crisis Communications Framework	Annually			●		Executive Committee, Audit Committee	
Review of the Strategic Executive Response Plan	Biennially				●	Executive Committee, Audit Committee	
Review of the Tactical Executive Response Plan	Biennially				●	Executive Committee, Audit Committee	
Business Recovery Procedures—reviewed and exercised on a rolling basis	As required					Branch Heads	
Audit Committee	Quarterly	●	●	●	●	Secretary	Governance, PGPA Act
Safety auditing	Biennially	●		●		Executive Committee, Audit Committee	WHS Framework
Review of legislative compliance within DPS	Annually				●	Executive Committee, Audit Committee	PGPA Act
Review results of PGPA compliance	Annually	●				Executive Committee, Audit Committee	
Comcover benchmarking survey	Annually		●			Comcover	

OUR PERFORMANCE

Our Performance Strategy Map (Figure 9, page 24) is used across DPS to plan, monitor, evaluate and report on the impact of our performance in achieving our purpose. This strengthens our accountability both internally and externally, ensuring we remain focused on our core business and helps us to improve our:

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

The Performance Strategy Map aligns our Performance Information to our Strategic Themes. The outcome and program objectives in the PBS also map to Strategic Themes allowing for easy comparison.





We are continuing to review the appropriateness of our performance criteria to improve and mature how we report against our purpose. In 2017–18 the review focused on areas of priority that were identified by internal audits, better practice guidance and discussions with business areas within DPS.

As a result we added a number of performance criteria and performance measures for 2018–19 and updated some existing targets.

For 2019–20 we have further refined our key performance indicators (KPIs) to include qualitative measurements and have introduced two new KPIs to better align and measure our high level activities identified for our strategic theme of 'Enhance the Parliament's engagement with the community'.

These assurance mechanisms currently include an annual signoff by Senior Executive Staff responsible for Performance Measures, regular reporting to Executive Committee and review by our Audit Committee.

FIGURE 9: Performance Strategy Map

Strategic Theme	Performance Criteria	Key Performance Indicator
	Catering services	1. Number of services provided to parliamentarians 2. Number of catering transactions
	Building occupant satisfaction	3. % of building occupant feedback indicating a satisfied rating with timeliness and quality of DPS services (by category)
	Hansard services KPIs are achieved	4. % of individual draft speeches delivered within two hours of speech finishing or within agreed timeframes
		5. % of chamber proof Hansard reports delivered within three hours of chamber rising or within agreed timeframes
		6. % of committee proof Hansard reports delivered within agreed time frames
		7. External error rate per 100 pages for chamber proof Hansard reports
		8. External error rate per 100 pages for committee proof Hansard reports
	9. Availability of Operated Sound Reinforcement in the Chambers and Committees	
	Parliamentary Library KPIs are achieved	10. % of Library KPIs and deliverables set out in the annual Library Resource Agreement that are achieved
	ICT service standards are achieved	11. % of ICT standards outlined in the ICT Service Level Agreement that are achieved
		Visitor experience
Communications		14. Enhancing access to information about Parliament House and its services
Event services		15. Satisfaction rating of persons/organisations hiring Parliament House event facilities
	Design Integrity Performance	16. The level at which the design integrity process is functioning 17. The extent and effectiveness of consultation with moral rights administrators and DPS regarding the process for design integrity and moral rights matters
	Building Condition Rating	18. % of building areas reviewed that are assessed as being in good or better condition
	Engineering Systems Condition Rating	19. % of critical engineering systems reviewed that are assessed as being in good or better condition, or fair or better condition
	Landscape Condition Rating	20. % of landscape areas reviewed that are assessed as being in good or better condition
	Security KPIs are achieved	21. % of security incidents that are handled in accordance with policy and process
		22. % of Parliamentary Security Service Officers compliant with Parliamentary Security Service mandatory training requirements
		Parliament House works program KPIs are achieved

Target	Assessment method/ mechanism	Level of measurement	Performance Criteria Objectives (long, medium, short)	Internal Reporting Time frames
5,200	System data	Count	Short/Medium/Long	Monthly
448,000	System data	Count	Short/Medium/Long	Monthly
80%	Survey	Count	Short/Medium/Long	Annually
85%	System data	Count	Short/Medium/Long	Monthly
95%	System data	Count	Short/Medium/Long	Monthly
95%	System data	Count	Short/Medium/Long	Monthly
5 errors per 100 pages	System data	Count	Short/Medium/Long	Monthly
5 errors per 100 pages	System data	Count	Short/Medium/Long	Monthly
99%	Manual data collection	Count	Short/Medium/Long	Monthly
90%	System data	Count	Short/Medium/Long	Monthly
90%	System data	Count	Short/Medium/Long	Monthly
Number of participants equivalent or greater to the same period last year	System & manual data collection	Count	Short/Medium/Long	Monthly
85% satisfaction rating achieved	Survey & manual data collection	Percentage	Short/Medium/Long	Monthly
Effective	Analytics	Qualitative & Count	Short/Medium/Long	Six monthly
85%	Survey	Percentage	Short/Medium/Long	Six monthly
Effective	Manual data collection	Qualitative	Short/Medium/Long	Quarterly
Effective	Survey	Qualitative	Short/Medium/Long	Annually
80%	Rating Scale	Count	Short/Medium/Long	Quarterly
70% & 95%	Rating Scale	Count	Short/Medium/Long	Annually
85%	Rating Scale	Count	Short/Medium/Long	Annually
100%	Manual data collection	Count	Short/Medium/Long	Quarterly
100%	Manual data collection	Count	Short/Medium/Long	Quarterly
80%	System data	Count	Short/Medium	Quarterly
80%	System data	Count	Short/Medium	Quarterly

OUTCOMES, ACTIVITIES AND RESULTS

The Outcomes, Activities and Results section integrates the individual sections of the Corporate Plan to combine all the separate elements together under four strategic themes. Under each strategic theme the relevant high level activities, contributing outputs and intended results are listed to show what actions DPS will take to achieve our purpose. The performance criteria outline how our success will be measured and understood. The specific environmental challenges for each strategic theme highlight the influencing factors that impact our ability to succeed and achieve our purpose.





Stonemason apprentice,
Joshua Knight at work at
Parliament House.



OUTCOMES, ACTIVITIES AND RESULTS

Respond to the changing needs of the Parliament

HIGH LEVEL ACTIVITIES

- Ensure technology and infrastructure planning reflects the current and future needs of the 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 secure access to digital information, and
- Continue to build the Parliamentary Library’s reputation for high quality information, analysis and advice through consistency, increasing digital access and supporting the Parliament’s engagement with the community and initiatives to help develop parliamentary democracy in our region.

CONTRIBUTING OUTPUTS

Activity	KPI reference (figure 9, p. 24)	Responsible division	2019–20				2020–21				2021–22				2022–23			
			Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun
Provision of Catering services	1,2	Chief Operating Officer																
Building Occupant Satisfaction survey	3	Chief Operating Officer			H				H				H				H	
Delivery of captioning services	4, 5, 6, 7, 8	Information Services Division																
Delivery of Hansard services	4, 5, 6, 7, 8	Information Services Division																
Delivery of Audio Visual services	9	Information Services Division																
Provision of Library services and research	10	Parliamentary Library																
Provision of ICT requirements to the parliament	11	Information Services Division																
Implementation of Australian Parliament Digital Strategy 2019–22	11	Information Services Division																

INTENDED RESULTS

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

PERFORMANCE

Performance criteria	Key Performance Indicators	Target	2019–20	2020–21	2021–22	2022–23
Catering services	1. Number of services provided to parliamentarians	5,200	✓	✓	✓	✓
	2. Number of catering transactions	448,000	✓	✓	✓	✓
Building occupant satisfaction	3. % of building occupant feedback indicating a satisfied rating with timeliness and quality of DPS services [by category]	80%	✓	✓	✓	✓
Hansard services KPIs are achieved	4. % of individual draft speeches delivered within two hours of speech finishing or within agreed timeframes	85%	✓	✓	✓	✓
	5. % of chamber proof Hansard reports delivered within three hours of chamber rising or within agreed timeframes	95%	✓	✓	✓	✓
	6. % of committee proof Hansard reports delivered within agreed time frames	95%	✓	✓	✓	✓
	7. External error rate per 100 pages for chamber proof Hansard reports	5 errors per 100 pages	✓	✓	✓	✓
	8. External error rate per 100 pages for committee proof Hansard reports	5 errors per 100 pages	✓	✓	✓	✓
	9. Availability of Operated Sound Reinforcement in the Chambers and Committees	99%	✓	✓	✓	✓
Parliamentary Library KPIs are achieved	10. % of Library KPIs and deliverables set out in the annual Library Resource Agreement that are achieved	90%	✓	✓	✓	✓
ICT service standards are achieved	11. % of ICT standards outlined in the ICT Service Level Agreement that are achieved	90%	✓	✓	✓	✓

KEY ENVIRONMENTAL CHALLENGES

Environmental challenges	Activity	Time frames
Challenges in full control of DPS		
Our accountability to the Parliament and the public	Senate Estimates	3 times a year
	Joint Standing Committee on the Parliamentary Library	4 times a year
Our relationships with other key stakeholders	Various governance committees	In accordance with the terms of reference
Challenges in partial control of DPS		
Our relationships with the other parliamentary departments	Department Head meetings	Quarterly
	Parliamentary Administration Advisory Group	Quarterly
Client expectations	Various governance committees	In accordance with the terms of reference
	Feedback mechanisms (i.e. Building Occupant Satisfaction Survey)	Annually
Opportunities and challenges presented by changes in technology	Australian Parliament Digital Strategy 2019–22	Reviewed every 3 years
	Roadmaps supporting the Digital Strategy	Annually
	Parliamentary ICT Advisory Board	Quarterly
Challenges beyond the control of DPS		
The parliamentary calendar	Our activities are scheduled around sitting and non-sitting periods	Ongoing
Increasing population in Parliament House	Implementation of the Accommodation Strategy and Precinct Masterplan	Ongoing
The geographical limitations of Parliament House and the parliamentary precincts	Implementation of the Accommodation Strategy and Precinct Masterplan	Ongoing
	Capital Works Plan	Ongoing



OUTCOMES, ACTIVITIES AND RESULTS

Enhance the Parliament’s engagement with the community

HIGH LEVEL ACTIVITIES

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

CONTRIBUTING OUTPUTS

Activity	KPI reference (figure 9, p. 24)	Responsible division	2019–20				2020–21				2021–22				2022–23			
			Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun	Jul–Sep	Oct–Dec	Jan–Mar	Apr–Jun
Visitor and school tours	12, 13	Chief Operating Officer																
Canberra Festival parallel program		Chief Operating Officer																
• Enlighten					H													
• Floriade	12, 13, 14		H						H				H				H	
• Design Canberra			H						H				H				H	
Proactive information sharing through social media channels	14	Deputy Secretary and Chief Operating Officer																
Use of Parliament House facilities for functions and events	15	Chief Operating Officer																

INTENDED RESULTS

- 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, and
- Champion opportunities for international parliamentary strengthening.

PERFORMANCE

Performance criteria	Key Performance Indicators	Target	2019–20	2020–21	2021–22	2022–23
Visitor experience	12. Number of visitors	Number of participants equivalent or greater to the same period last year	✓	✓	✓	✓
	13. Visitor satisfaction	85% satisfaction rating achieved	✓	✓	✓	✓
Communications	14. Enhancing access to information about Parliament House and its services	Effective	✓	✓	✓	✓
Event services	15. % Satisfaction rating of persons/organisations hiring Parliament House event facilities	85%	✓	✓	✓	✓

KEY ENVIRONMENTAL CHALLENGES

Environmental challenges	Activity	Time frames
Challenges in partial control of DPS		
Our relationships with the other parliamentary departments	Department Head meetings	Quarterly
	Parliamentary Administration Advisory Group	Quarterly
Client expectations	Various governance committees	In accordance with the terms of reference
Accessibility to Parliament House for building occupants and visitors	Capital Works Plan	Ongoing
	Visitor experience activities	Ongoing
Opportunities and challenges presented by changes in technology	Australian Parliament Digital Strategy 2019–22	Reviewed every 3 years
	Roadmaps supporting the Digital Strategy	Annually
	Parliamentary ICT Advisory Board	Quarterly
The safety and security of all Parliament House occupants and visitors, including the many school children who visit Parliament House each year	Security Management Board	In accordance with the meeting schedule (every 6–8 weeks)
Challenges beyond the control of DPS		
The parliamentary calendar	Our activities are scheduled around sitting and non-sitting periods	Ongoing
International and interstate visitors to Canberra	Various visitor experience activities and communications	Ongoing



OUTCOMES, ACTIVITIES AND RESULTS

Effective stewardship of Australian Parliament House

HIGH LEVEL ACTIVITIES

- Effectively manage the assets of Parliament House
- Implement the new moral rights consultation framework to appropriately manage the design integrity of Parliament House
- Develop and implement appropriate strategic and timely proposals for any adaptation of building uses while respecting the design intent for Parliament House
- Develop and implement building and landscape maintenance programs to effectively maintain Parliament House and the precinct, and
- Provide a safe and accessible environment for building occupants and visitors.

CONTRIBUTING OUTPUTS

Activity	KPI reference (figure 9, p. 24)	Responsible division	2019-20				2020-21				2021-22				2022-23			
			Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun
Development of the Central Reference Document	16, 17	Design Integrity and Archives Unit																
Maintenance of Parliament House (including preventative maintenance)	18, 19, 20	Building and Security Division																
Strengthen protective security culture in line with Protective Security Policy Framework requirements	21, 22	Building and Security Division																

INTENDED RESULTS

- Ensure adaptations of the building's uses are strategic, appropriate and reference design integrity principles
- Ensure a secure environment while maintaining public accessibility
- Effectively manage all assets within Parliament House including collections, and
- Maintain Parliament House and the precinct as befits its status as an iconic building and location of national significance.

PERFORMANCE

Performance criteria	Key Performance Indicators	Target	2019-20	2020-21	2021-22	2022-23
Design Integrity Performance	16. The level at which the design integrity process is functioning	Effective	✓	✓	✓	✓
	17. The extent and effectiveness of consultation with moral rights administrators and DPS regarding the process for design integrity and moral rights matters	Effective	✓	✓	✓	✓
Building Condition Rating	18. % of building areas reviewed that are assessed as being in good or better condition	80%	✓	✓	✓	✓
Engineering Systems Condition Rating	19. % of critical engineering systems reviewed that are assessed as being in good or better condition, or fair or better condition	70% & 95%	✓	✓	✓	✓
Landscape Condition Rating	20. % of landscape areas reviewed that are assessed as being in good or better condition	85%	✓	✓	✓	✓
Security KPIs are achieved	21. % of security incidents that are handled in accordance with policy and process	100%	✓	✓	✓	✓
	22. % of Parliamentary Security Service Officers compliant with Parliamentary Security Service mandatory training requirements	100%	✓	✓	✓	✓

KEY ENVIRONMENTAL CHALLENGES

Environmental challenges	Activity	Time frames
Challenges in full control of DPS		
Our accountability to the Parliament and the public	Senate Estimates	3 times a year
Our relationships with other key stakeholders	Various governance committees	In accordance with the terms of reference
Challenges in partial control of DPS		
Our relationships with the other parliamentary departments	Department Head meetings	Quarterly
	Parliamentary Administration Advisory Group	Quarterly
Maintenance and safety of the building for the building occupants and visitors to Parliament House	Capital Works Plan	Ongoing
Accessibility to Parliament House for building occupants and visitors	Security Management Board	In accordance with the meeting schedule (every 6-8 weeks)
The safety and security of all Parliament House occupants and visitors, including the many school children who visit Parliament House each year	Security Management Board	In accordance with the meeting schedule (every 6-8 weeks)
Challenges beyond the control of DPS		
The parliamentary calendar	Our activities are scheduled around sitting and non-sitting periods	Ongoing
Increasing population in Parliament House	Capital Works Plan	Ongoing
Changing security environment	Security Management Board	In accordance with the meeting schedule (every 6-8 weeks)



OUTCOMES, ACTIVITIES AND RESULTS

Effective delivery of the Australian Parliament House works program

HIGH LEVEL ACTIVITIES

- Effectively manage the Parliament House Capital Works Plan, and
- Effectively deliver the Security Upgrade Implementation Plan.

CONTRIBUTING OUTPUTS

Activity	KPI reference (figure 9, p. 24)	Responsible division	2019-20				2020-21				2021-22				2022-23			
			Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun
Deliver the Capital Works program	23, 24	Building and Security Division																
• Lift systems upgrade																		
• Kitchens and infrastructure project																		
• Electrical distribution board replacement																		
• Auxiliary Power Upgrade Project																		
• Parliament House Security Upgrade Implementation Plan	-	Building and Security Division																

INTENDED RESULTS

- Effectively manage a Capital Works Plan for Parliament House to function effectively as a safe and accessible workplace, and
- Deliver a security upgrade capital works program that is consistent with the Security Upgrade Implementation Plan and achieves appropriate risk mitigation and meet the needs of the Parliament.

PERFORMANCE

Performance criteria	Key Performance Indicators	Target	2019-20	2020-21	2021-22	2022-23
Parliament House works program KPIs are achieved	23. % of major capital works projects in delivery phase	80%	✓	✓	✓	✓
	24. % of major capital works budget spent in the financial year	80%	✓	✓	✓	✓

KEY ENVIRONMENTAL CHALLENGES

Environmental challenges	Activity	Time frames
Challenges in full control of DPS		
Our accountability to the Parliament and the public	Senate Estimates	3 times a year
Our relationships with other key stakeholders	Various governance committees	In accordance with the terms of reference
Challenges in partial control of DPS		
Our relationships with the other parliamentary departments	Department Head meetings	Quarterly
	Parliamentary Administration Advisory Group	Quarterly
Maintenance and security of the building for the building occupants and visitors to Parliament House	Capital Works Plan	Ongoing
	Security Management Board	In accordance with the meeting schedule (every 6-8 weeks)
Client expectations	Various governance committees	In accordance with the terms of reference
Challenges beyond the control of DPS		
The parliamentary calendar	Our activities are scheduled around sitting and non-sitting periods	Ongoing
Changing security environment	Security Management Board	In accordance with the meeting schedule (every 6-8 weeks)

