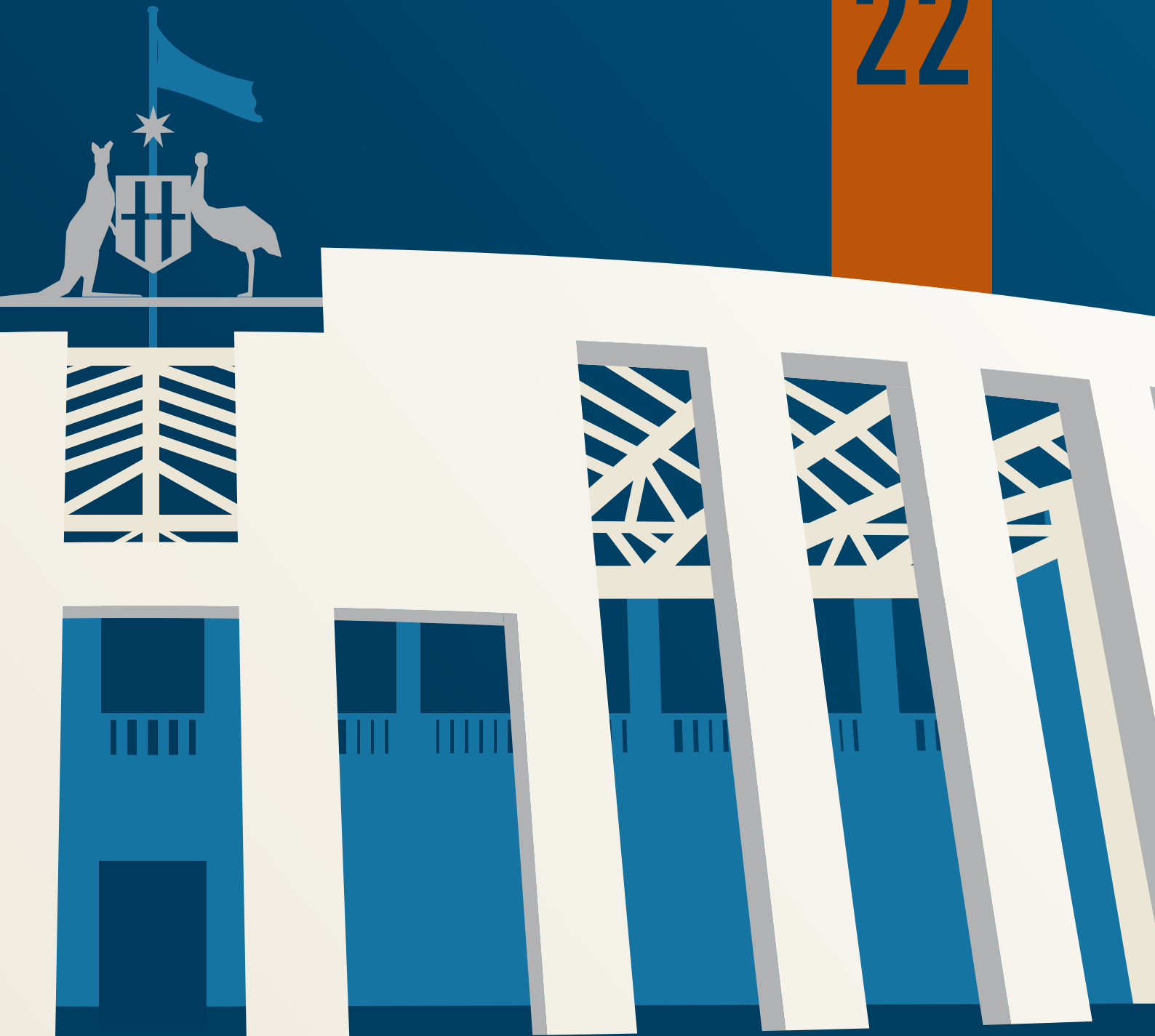




PARLIAMENT OF AUSTRALIA
DEPARTMENT OF PARLIAMENTARY SERVICES

CORPORATE
PLAN

21
22



SECRETARY'S FOREWORD



I present the 2021–22 Department of Parliamentary Services (DPS) Corporate Plan for the reporting period 2021–22 to 2024–25, as we enter a new era for the nation and the Parliament of Australia.

The past year has seen many firsts, including the first virtual participation in the sittings of both parliamentary chambers, and changes to how we safely visit and work at Parliament House to meet the changing and unpredictable COVID-19 pandemic landscape. The pandemic has pushed us to explore how we can use digital technologies and other innovations in more ways while effectively delivering our services. We are working cooperatively with our colleagues and stakeholders to develop solutions that ensure the Parliament can continue its work under any circumstances. The pandemic has driven us to be more capable of pivoting quickly from business-as-usual operations to new ways of service delivery. We have used this experience to inform our forward planning.

As our principal planning document, this Corporate Plan sets out our purpose, our programs and activities and how we will measure our performance. This Corporate Plan is the start of a new planning cycle for the department. Over the past 12 months we have demonstrated that our commitment to excellence in service remains at the centre of what we do. We have reviewed our strategic direction and resolved on three priorities to support our purpose. They are:

- responding to the changing needs of Parliament
- enhancing Parliament's engagement with the community, and
- the effective stewardship of Parliament House.

Our ongoing strategic workforce planning project will enhance our capabilities to meet our strategic priorities. We will continue to empower our staff to contribute ideas and collaborate to improve services and the effectiveness of our work environment. Our approach is outlined in the People Plan, which guides our strategy to place excellence and innovation at the heart of our organisational culture.

We will launch an innovation framework to both embed and mature innovation as part of our culture.

The experience we have gained from managing the impacts of COVID-19 has shaped how we will further strengthen our digital capability during 2021–22. This will include continued efforts to strengthen our cyber security resilience.

While we have already delivered the most ambitious security and capital works program since Parliament House opened in May 1988, there is more work to do to upgrade and replace core infrastructure and improve safety. This will ensure the building can not only function effectively for the next 30 years, but also for its 200 years aspirational lifespan.

Parliament House is an icon of Australian parliamentary democracy and destination for many thousands of school children and visitors each year. We will refresh our approach to engaging the public with their parliament to both educate and provide a rich cultural experience. We will work to enhance our digital content to make our treasures more accessible and renew our public and retail spaces to improve the experience of our many visitors and the more than 2,000 permanent occupants of Parliament House. We will work collaboratively with our colleagues in the other national institutions, the cultural icons of Canberra, to also help drive the local visitor economy.

In July 2021, Stephanie Foster PSM, released the final report on the review into the procedures and processes relating to serious incidents in the parliamentary workplace. The Federal Government has agreed to adopt all 10 recommendations of the final report. The review process provided an opportunity for my department to consider our policies and processes to ensure a safe workplace for all building occupants through our response to serious incidents. Two recommendations that specifically apply to DPS, resulted from our direct engagement and participation with Ms Foster during the review process. I fully support the recommendations and am pleased that DPS is working closely with the implementation group.

DPS has also had direct engagement and participation in the Human Rights Commission's Independent Review into Commonwealth Parliamentary Workplaces, including making our own submission and contributing to a joint submission from the parliamentary services departments. We will prioritise the implementation of any Federal Government agreed recommendations that relate to our operations at the conclusion of the review.

While these are all significant challenges, I am confident that our efforts in recent years to build our skills, experience and capability will ensure we will deliver on our priorities to serve the Parliament and our nation.

Rob Stefanic

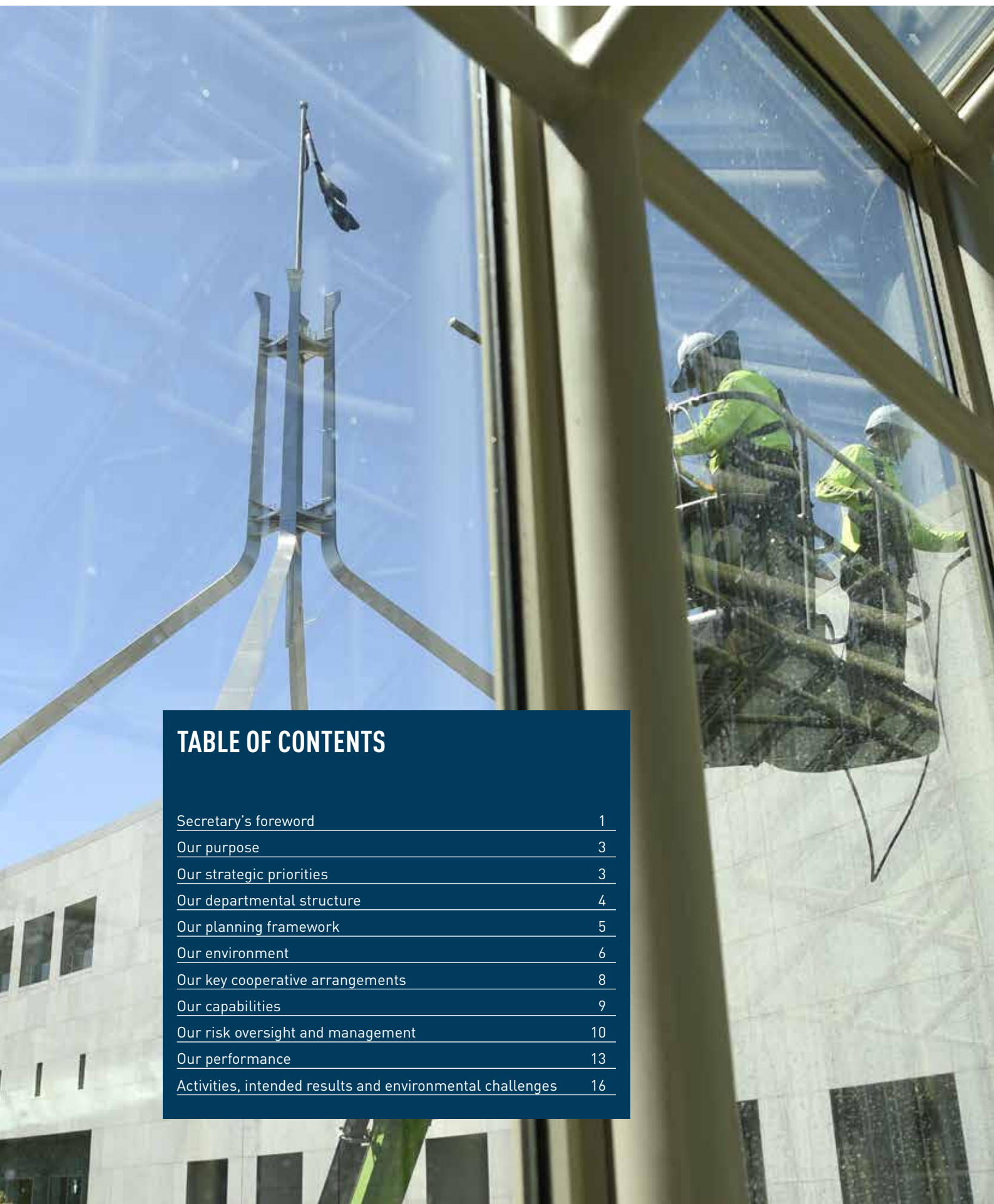


TABLE OF CONTENTS

Secretary's foreword	1
Our purpose	3
Our strategic priorities	3
Our departmental structure	4
Our planning framework	5
Our environment	6
Our key cooperative arrangements	8
Our capabilities	9
Our risk oversight and management	10
Our performance	13
Activities, intended results and environmental challenges	16

INTRODUCTION

I, Robert Stefanic, as the accountable authority of the Department of Parliamentary Services, present the Department of Parliamentary Services Corporate Plan 2021–22, which covers the period 2021–22 to 2024–25 as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The Department of Parliamentary Services (DPS) Corporate Plan is the primary planning document for our department and informs us 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 PGPA Act and relevant sections of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule).

The 2021–22 Corporate Plan is aligned with our Portfolio Budget Statements (PBS) 2021–22.

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

DPS will report to what extent we have achieved our purpose as outlined in this Corporate Plan in our 2021–22 Annual Performance Statements.

OUR PURPOSE

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 Parliament House, we are responsible for delivering a broad range of services and experiences that enable engagement with the parliamentary process.

DPS supports Parliament and parliamentarians through innovative, unified, and client-focused services. We are proud to be custodians of Parliament House as the pre-eminent symbol of Australian parliamentary democracy and as a significant visitor destination.

OUR STRATEGIC PRIORITIES

Our strategic priorities support our purpose.

FIGURE 1: Strategic priorities





DPS Executive Committee (L-R): Dr Dianne Heriot, Parliamentary Librarian; Matt O'Brien, First Assistant Secretary, Finance and Property Services; Liz Luchetti, First Assistant Secretary, Corporate Services; Rob Stefanic, Secretary; Cate Saunders, Deputy Secretary; Constantinos Syfris, Acting Chief Information Officer.
Artwork: Kngwarreye, Emily Kame *Bush Potato Dreaming*, 1995 © Emily K Kngwarreye/Copyright Agency, 2021.

OUR DEPARTMENTAL STRUCTURE

DPS is established under the *Parliamentary Service Act 1999* (PS Act). The Australian Parliamentary Service (which comprises all four parliamentary departments) 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. The Parliamentary Service undertakes its work independently of the Executive Government of the Commonwealth.

Our department reports to both Houses of Parliament through our Presiding Officers—the Speaker of the House of Representatives, the Hon Tony Smith MP and the President of the Senate, Senator the Hon Scott Ryan.

Our Secretary, Rob Stefanic is the administrative head of the department and the accountable authority.



(L-R): Senator the Hon Scott Ryan, President of the Senate and The Hon Tony Smith, MP, Speaker of the House of Representatives.

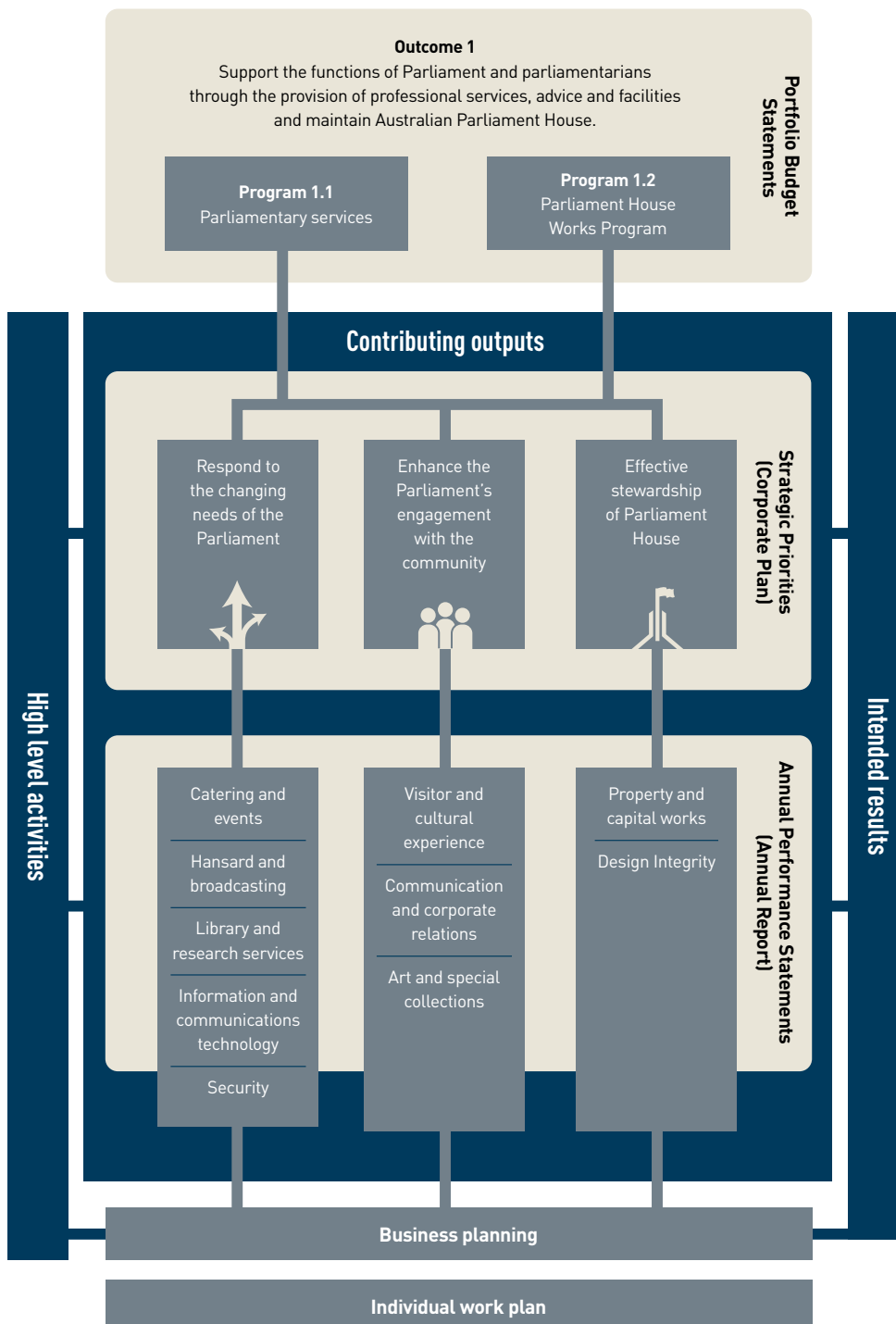
Our Parliamentary Librarian, Dr Dianne Heriot (a statutory officer) is responsible for leading the Parliamentary Library and in respect of her statutory functions reports directly to the Presiding Officers and the Joint Standing Committee on the Parliamentary Library.

The DPS Executive Committee serves as the department's primary governance body and comprises the Secretary (Chair); Deputy Secretary; Parliamentary Librarian; First Assistant Secretary, Finance and Property; First Assistant Secretary, Corporate Services; and Chief Information Officer.

OUR PLANNING FRAMEWORK

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

FIGURE 2: DPS Planning Framework





OUR ENVIRONMENT

Like the rest of Australia, DPS is likely to transition to a COVID-19 pandemic recovery phase in 2021–22. The pandemic has clearly challenged us to demonstrate our ability to respond quickly, and effectively to significant uncertainty. It has illustrated the elements of our environment that are within, and those that are beyond, our control. The pandemic has also demonstrated our agility, flexibility and adaptability in the provision of support to Parliament, parliamentarians, and their staff, both within the building and across the nation. Our commitment to providing service excellence underpins our interactions with internal and external stakeholders, enabling us to identify new opportunities and areas for collaboration.

The impact of COVID-19 is still disrupting operations of Parliament House, both as a working parliament building and a cultural institution. Prior to the pandemic, the building was used by more than one million people each year, including visitors and those with business at Parliament House. On a sitting day that can mean there are more than 3,500 people working in the building, along with 2,000 visitors. While capacity limits remain in place, we are expecting a steady increase in national visitors during 2021–22, as more people are able to visit Parliament House as restrictions ease. In anticipation that international visitation will continue to be constrained for the foreseeable future, we will focus on attracting visitation by Australians.

As the transition to a COVID-19 normal environment continues, it is more important than ever before to work collaboratively with the Presiding Officers, the other parliamentary departments to support the Australian Parliament.



This is in keeping with the Parliamentary Service Strategic Framework, which highlights that while each parliamentary department has a unique role, we share a common purpose in serving, supporting, and upholding the institution of Parliament. Together we provide services to ensure:

- Parliament and its committees are supported effectively
- parliamentarians are supported to undertake their work
- the community can easily access and engage in the work of Parliament and parliamentary committees
- that national, international, and regional relationships are maintained with other parliaments, parliamentary bodies and organisations
- Parliament House is sustained as a workplace and national institution, and
- the parliamentary service is independent and non-partisan.

OUR KEY COOPERATIVE ARRANGEMENTS

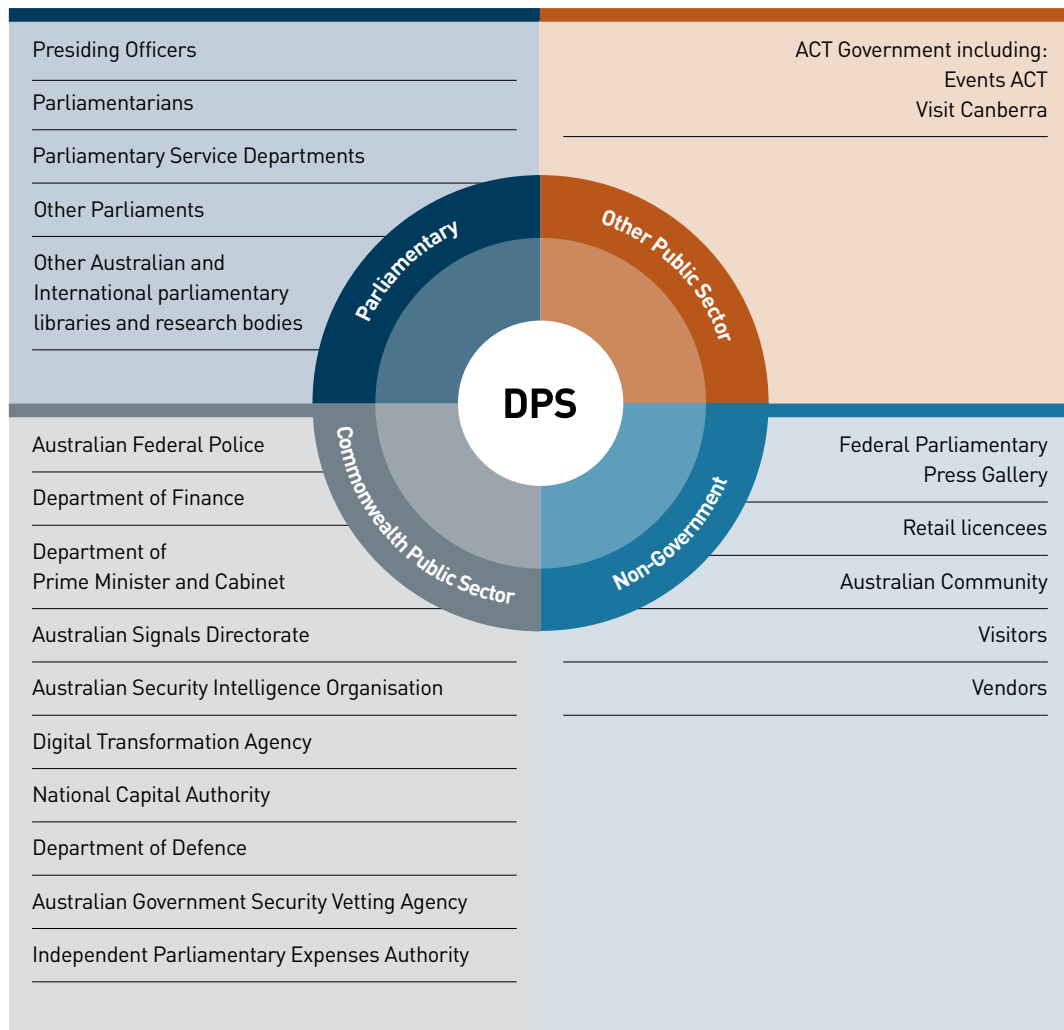
To achieve our purpose, we need to have strong cooperative relationships. Our key partners and stakeholders are from the Commonwealth, State and Territory governments as well as international governments, business, and non-government organisations. Our partnerships are as diverse as the services we provide.

The COVID-19 pandemic has highlighted the importance of developing and maintaining these relationships, which will be a primary focus during 2021–22. These relationships are sometimes challenging, but they are pivotal to achieving our purpose.

Relationships between DPS and our stakeholders are for administrative, advisory, and collaborative purposes. Each contributes to our ability to deliver our priorities and achieve our purpose.

Figure 3 below highlights our key cooperative arrangements that help DPS achieve our priorities and, in turn, our purpose.

FIGURE 3: Key cooperative arrangements



OUR CAPABILITIES

During 2021–22 DPS will continue to consolidate workforce capability and culture development, build a culture of innovation, and focus on service excellence for our clients. Enhancing our digital capability will also remain a high priority, as we strive to provide safe, secure, and accessible technologies to our clients in a rapidly changing digital environment.

Workforce capability and culture development

We remain committed to a strategic yet pragmatic approach to building workforce capability. DPS is distinguished by the wide range of professions and trades that are required to serve the Parliament and ensure effective stewardship of one of the nation's most iconic buildings.

Our highly capable and diverse workforce is our greatest asset. Ensuring our workforce is capable over the long term requires a strategic approach towards monitoring our requirements, and understanding the factors that affect attraction and retention of specialist skills.

During 2021–22 we will continue our cultural transformation based on collective values and behaviours across the department. This will be driven through implementation of our People Plan, which includes a focus on developing an agile and high-performing organisation. Recognition and retention strategies will ensure we continue to attract, identify and develop staff in the early phases of their careers. To achieve this, we will remain committed to the:

- APS Graduate Development Program
- DPS Apprenticeship Program
- Indigenous Apprenticeship Program, and
- Indigenous Australian Government Development Program.

Embedding innovation

We continue to build a culture where all our employees are empowered and supported to contribute ideas to improving services and the effectiveness of our work environment. Our DPS Innovation Council, with staff representing all areas of DPS promotes staff engagement and idea generation, while assisting the department's executive to promote a culture of innovation.

We will launch and implement an innovation framework to formalise and mature the excellent work already undertaken by our committed Council members. This will ensure that innovation becomes ingrained in all the thinking behind the work we do.

Digital capability

The experience gained managing the varied impacts of COVID-19, combined with increasing stakeholder expectations, heightened scrutiny, emerging digital technologies and ongoing cyber security threats, will shape enhancements to our digital capability during 2021–22.

We will continue to implement the Australian Parliament Digital Strategy 2019–22 and the series of roadmaps that provide a plan for investment in technology. The roadmaps are aligned with our purpose and designed to effectively respond to the Parliament's changing needs.

During 2021–22 we will continue to transition our business systems to secure cloud platforms and expand our capability to support remote working, web-based video conferencing and virtual participation in parliamentary work.

OUR RISK OVERSIGHT AND MANAGEMENT

We operate in a demanding and dynamic environment and there is a high degree of public and political interest in what we do. As a result, we must systematically identify, mitigate, and manage a vast array of operational, commercial, compliance and other risks.

Risk management underpins our strategic and business planning processes.

While many of our functions currently have a low tolerance for risk, we are committed to ensuring risk management is a strong part of the culture—because a shared understanding of risk leads to better decision making. The DPS Risk Management Framework provides a set of policies, processes, and structures to help 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 4: DPS Risk Management Framework

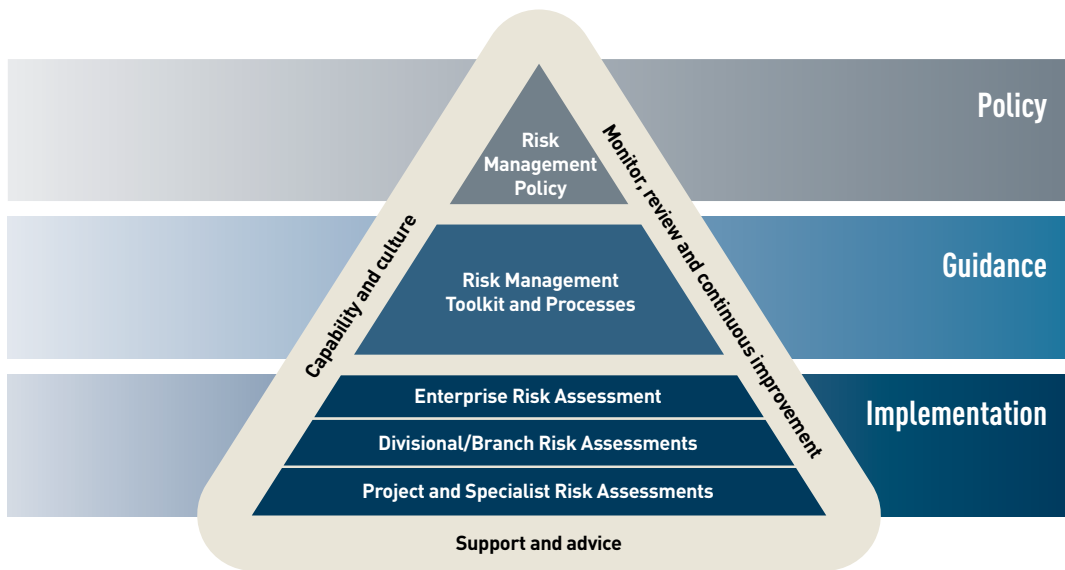



FIGURE 5: DPS strategic risks



Our strategic risks	
1. Delivering our services	We fail to maintain and support the functioning of Parliament
2. Maintaining and enhancing our capability	We fail to develop and maintain the necessary capability to deliver efficient and effective services to the Parliament
3. Information management	We do not have access to, or fail to maintain accurate, complete and timely information
4. Collaboration	We fail to effectively collaborate and communicate
5. Works program	We ineffectively deliver the Parliament House program of capital works
6. Security	Our protective security, including cyber security is compromised
7. Safety and accessibility	We fail to maintain a safe environment for all building occupants and visitors
8. Design integrity	We fail to implement adequate systems and resources to ensure the design integrity of the building and landscape is managed

Strategic risks

Our strategic risks are those that could have an impact on our ability to achieve our purpose or high-priority activities. They are identified and managed by our senior executive staff, with ownership of the risks at the Executive Committee level. In each case, the risk has been described to identify the principal causes of the risk, controls, and additional measures to acceptably manage the risk.

We are committed to ensuring risk management concepts, policies and practices are part of our day-to-day work. A Risk Appetite Statement, Risk Management Policy and Framework, and associated documentation have been developed to help guide our staff in their obligations and provide practical guidance on how to document and manage risks appropriately.



Risk appetite and assurance

The DPS Risk Appetite Statement defines how much risk we are willing to accept in achieving our strategic outcomes. It helps us make informed decisions when developing new services, improving efficiency or reducing delays in achieving our objectives—while effectively addressing issues where unacceptable risks are identified.

Our assurance activities, including internal and external audits and management assurance, are a critical part of ensuring we maintain a positive risk culture. The DPS Audit Committee provides independent advice to the Secretary about the effectiveness of our risk management framework.



OUR PERFORMANCE

Our performance map (Figure 6) is used to plan, monitor, evaluate and report on our performance and how effectively it supports our purpose. The performance map outlines the responsible service areas, performance criteria, data sources and intended results for each strategic priority.

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

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

To enable comparison, the outcome and program objectives provided in the PBS align with our strategic priorities. In 2020–21 we amended several performance criteria to improve clarity in these comparisons. We will continue to review the relevance, value, and appropriateness of our performance criteria to meaningfully report against our purpose in the future.

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

FIGURE 6: DPS performance map

Business Area	Performance Measure
Strategic Priority: Respond to the changing needs of the Parliament	
Catering and Events	1. Satisfaction with food, functions, and events
Hansard and Parliamentary Broadcasting	2. Proof Hansard reports delivered within agreed timeframes when parliament sits its regular scheduled hours
	3. Proof Hansard reports delivered within agreed accuracy parameters
	4. Broadcasting systems availability
Parliamentary Library	5. Satisfaction with service quality and responsiveness
Information Services	6. Satisfaction with service quality (responsiveness and resolution)
	7. Calls resolved at first contact
	8. System availability (core parliamentary systems)
	9. Projects delivered according to planned program milestones (design, tender, contract, completion)
	10. Projects delivered within budget against milestones
Strategic priority: Enhance the Parliament's engagement with the community	
Visitor Engagement	11. Satisfaction with customer service experience (security, concierge and visitor guides)
	12. Satisfaction with APH experience overall (exhibits, facilities, tours and programs)
Strategic priority: Effective stewardship of Parliament House	
Property Services	13. Satisfaction with facilities availability and building condition (maintenance and appearance)
	14. Satisfaction with landscape condition and appearance
	15. Satisfaction with service responsiveness (effective resolution of service calls)
	16. Projects delivered within budget against milestones
Design Integrity	17. Effective functioning of design integrity process

Target	Source	2021-22	2022-23	2023-24	2024-25
85%	Building occupant satisfaction survey and feedback cards	●	●	●	●
85%	Self-reporting	●	●	●	●
85%	Self-reporting	●	●	●	●
90%	System statistics	●	●	●	●
90%	Library survey	●	●	●	●
85%	Building occupant satisfaction survey	●	●	●	●
75%	System statistics	●	●	●	●
90%	System statistics	●	●	●	●
85%	Self-reporting	●	●	●	●
85%	Self-reporting	●	●	●	●
85%	Sample field surveys & feedback cards	●	●	●	●
85%	Sample field surveys & feedback cards	●	●	●	●
85%	Building occupant satisfaction survey	●	●	●	●
85%	Building occupant satisfaction survey	●	●	●	●
85%	Building occupant satisfaction survey	●	●	●	●
85%	Self-reporting	●	●	●	●
Effective/ ineffective	Survey of moral rights administrators	●	●	●	●

ACTIVITIES, INTENDED RESULTS AND ENVIRONMENTAL CHALLENGES

The activities, intended results and environmental challenges section (required by subsection 16E(2) of the PGPA Rule) integrates the individual sections of the Corporate Plan under our three strategic priorities.

Under each strategic priority the relevant high-level activities and intended results are listed to show what actions DPS will take to achieve our purpose.

The environmental challenges for each strategic priority highlight the factors that influence or impact our ability to succeed, and what mechanisms are in place to manage them.







Respond to the changing needs of the Parliament

High level activities	Intended results
<ul style="list-style-type: none"> Ensure technology and infrastructure planning reflects the current and future needs of the Parliament, including secure access to digital information Enhance the flexible and accessible delivery of advice, information, research and services to reflect the current and evolving needs of our clients Ensure the work of the Parliament is recorded, reported and accessible Continual review of physical security and cybersecurity systems and processes Ensure our retail and event services to occupants and business visitors enables the Parliament Support the implementation of DPS specific recommendations from the <i>Review of the Parliamentary Workplace: Responding to Serious Incidents</i> 	<ul style="list-style-type: none"> We have effective infrastructure, systems and services to enable the Parliament Our information systems deliver timely and secure information and services to parliamentarians The Parliamentary Library remains our clients' preferred and trusted source of high-quality information, analysis and advice We are agile to adapt to challenging conditions and ensure the Parliament can continue its work securely and without disruption

Environmental challenges	How we manage them
Challenges that DPS will confidently manage	
Our accountability to the Parliament and the public	Senate Estimates committees Joint Standing Committee on the Parliamentary Library
Our relationships with other key stakeholders	Various governance committees
Our relationships with the other parliamentary departments	Department Head meetings Parliamentary Administration Advisory Group
Client expectations	Various governance committees Feedback mechanisms (i.e. Building Occupant Satisfaction Survey)
Opportunities and challenges presented by changes in technology	Australian Parliament Digital Strategy 2019–22 Roadmaps supporting the Digital Strategy Parliamentary ICT Advisory Board
The parliamentary calendar	Schedule activities to manage sitting and non-sitting periods
Increasing population in Parliament House and the geographical limitations of Parliament House and the precinct	Offsite accommodation of DPS staff
Challenges that will require constant vigilance	
Global pandemic and consequent restrictions	COVID-19 Taskforce managing changing needs within ACT Government Public Health Directions
Changing security environment	Security Management Board and collaboration with the Australian Federal Police and Australian Signals Directorate



Enhance the Parliament's engagement with the community

High level activities	Intended results
<ul style="list-style-type: none"> Enhance digital engagement with parliamentary content Continue to develop our physical visitor experience at Parliament House Support the Parliament's engagement with the community and initiatives to help develop parliamentary democracy through the use of media, social media and collaborative relationships 	<ul style="list-style-type: none"> Enhanced visitor and cultural experience and community engagement with the work of Parliament Enhanced digital access to parliamentary information for the community to engage easily with the parliamentary process

Environmental challenges	How we manage them
Challenges that DPS will confidently manage	
Relationships with other parliamentary departments	Department head meetings Parliamentary Administration Advisory Group
Client expectations	Various governance committees
Accessibility to Parliament House for building occupants and visitors	Capital works plan Visitor experience activities COVID-19 Taskforce
Opportunities and challenges presented by changes in technology	Australian Parliament Digital Strategy 2019–22 and associated roadmaps Parliamentary ICT Advisory Board
The parliamentary calendar	Schedule activities to manage sitting and non-sitting periods
Challenges that will require constant vigilance	
Global pandemic and consequent restrictions	COVID-19 Taskforce managing changing needs within ACT Government Public Health Directions
Visitors to Canberra	Monitoring and forecasting Targeted visitor and cultural experience activities and communications



Effective stewardship of Australian Parliament House

High level activities	Intended results
<ul style="list-style-type: none"> • Develop and implement asset maintenance programs to effectively maintain the Parliamentary precincts • Embed the Management of Design Integrity Framework to ensure changes maintain or enhance the building and its precincts • Develop and implement appropriate strategic and timely proposals for any adaptation of building uses while respecting the design intent for Parliament House • Provide a safe and accessible environment for building occupants and visitors 	<ul style="list-style-type: none"> • Ensure adaptations of the building's uses are strategic, appropriate and reference design integrity policies and the Central Reference Document • Ensure a secure environment while maintaining public accessibility • Effectively manage all assets within Parliament House including collections • Maintain Parliament House and the precinct as befits its status as an iconic building and location of national significance

Environmental challenges	How we manage them
Challenges that DPS will confidently manage	
Our accountability to the Parliament and the public	Senate Estimates committees
Our relationships with the other parliamentary departments	Department Heads meetings
	Parliamentary Administration Advisory Group
Our relationships with other key stakeholders	Various governance committees
Maintenance and safety of Parliament House for occupants and visitors	Capital Works Plan
	Design Integrity and Special Collections Unit coordination
	Work, Health and Safety audits
Accessibility to Parliament House including the safety and security of all Parliament House occupants and visitors	Security Management Board
	COVID-19 Taskforce
	Visitor Experience activities
The parliamentary calendar	Our activities are scheduled around sitting and non-sitting periods
Increasing population in Parliament House and the geographical limitations of Parliament House and the precinct	Implementation of the APH Accommodation strategy and Precinct Masterplan
	Capital Works Plan
Challenges that will require constant vigilance	
Changing security environment	Security Management Board and collaboration with the Australian Federal Police and Australian Signals Directorate

