

# Queensland Parliamentary Service **MANAGEMENT PLAN**



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## INTRODUCTION BY THE CLERK

Part 2, Division 2 of the *Financial and Performance Management Standard 2009* requires that each financial year, the accountable officer develop a strategic plan for the agency covering a period of four (4) years.

The *Strategic Plan* is a key tool designed to focus resources on achieving objectives, and represents the first step in a management cycle encompassing –

- planning;
- budgeting;
- performance management and monitoring; and
- reporting.

The *Plan* outlines –

- (a) a number of strategic statements that define and direct the Service, including our business, vision, purpose, objectives, values and environment;
- (b) the Service's corporate governance structure which outlines how the Service is governed in order to achieve its objectives;
- (c) key linkages between the Service's objectives, strategies and performance; and
- (d) for the first time, the Parliamentary Service Reconciliation Action Statement.

It is hoped that the *Plan* will provide Parliamentary Service management and staff with direction in their duties and also provide Members with useful information relating to the standards being aimed for in the delivery of those services.

### NEIL LAURIE

#### The Clerk of the Parliament



## ABOUT THE PARLIAMENTARY SERVICE

### OUR BUSINESS (THE PURPOSE AND ROLE OF THE PARLIAMENTARY SERVICE)

The Legislative Assembly of Queensland consists of 93 Members who discharge a range of important legislative and constituency responsibilities.

Legislative responsibilities refer to the participation in Parliamentary matters including the enactment of legislation, privileged debate on Government policy administration and serving on parliamentary committees. Constituency responsibilities arise as each Member, the representative of an electoral district, provides advice and assistance to constituents and acts as an advocate of local interests.

The *Parliamentary Service Act 1988* establishes the Parliamentary Service to provide administrative and support services to the Legislative Assembly. These services include -

- advisory, information and research services;
- accommodation, security and hospitality services;
- electorate office support services; and
- general organisational services.

### THE ROLE OF THE SPEAKER AND THE CLERK

Sections 6 and 20 of the *Parliamentary Service Act 1988* provide the basis for the management of the Parliamentary Service.

Section 6 of the *Act* outlines the role of the *Speaker* in relation to the management of the service. Generally, this role is to –

- decide major policies to guide the operation and management of the Parliamentary Service;
- prepare budgets;
- decide the size and organisation of the Parliamentary Service and the services to be provided by the Parliamentary Service; and
- supervise the management and delivery of services by the Parliamentary Service.

Section 20 of the *Act* outlines the role of the Clerk of the Parliament in relation to the management of the Service. The Clerk, as chief executive of the Service, is -

- responsible to the Speaker for the efficient and economical management of the Service; and
- the employing authority, for the Legislative Assembly, of Parliamentary Service officers and employees.

The Clerk is also the accountable officer as defined under the *Financial Accountability Act 2009* and as such, has a range of financial management responsibilities and obligations in the management of the Service.

## OUR VISION (WHAT WE ASPIRE TO BE)

To be the innovative leader in the delivery of parliamentary services in the Westminster world.

## OUR PURPOSE (WHAT WE ARE INTENDED TO DO)

To serve, support, promote and strengthen the Legislative Assembly to enable it to fulfil its various functions which are fundamental to Queensland's democratic system of government

## OUR OBJECTIVES (WHAT WE INTEND TO ACHIEVE)

1. To support the Legislative Assembly (and its committees and Members) in fulfilling its functions within the institution of Parliament to:
  - make law (and supervise delegated law making);
  - approve and scrutinise the State's finances;
  - scrutinise the actions of executive government (and oversight independent bodies); and
  - provide a forum for debate and grievance.
2. To support Members of the Legislative Assembly in their communication with and representation of constituents.
3. To provide information, corporate and facility management services that better enables Members of Parliament and Parliamentary Service officers to achieve their objectives.
4. To safeguard, promote and strengthen the important institution of Parliament by improving awareness of the role of the Legislative Assembly, its committees and Members in our democratic system of government and provide accessibility to information about parliamentary proceedings and activities.

## OUR VALUES

<i>Accountability:</i>	<i>We are accountable to the institution, our clients, and to each other.</i>
<i>Innovation:</i>	<i>We are innovative and strive to create a better future.</i>
<i>Learning:</i>	<i>We shall continually learn and pass on our knowledge.</i>
<i>Integrity:</i>	<i>We are honest, ethical, respectful, independent and professional.</i>
<i>Clients:</i>	<i>We are focused on the needs of our clients.</i>

## ENVIRONMENTAL FACTORS IMPACTING UPON THE SERVICE

There are five (5) factors impacting on the Service –

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**Parliamentary factors** ⇒ *An increasingly active committee system and the associated implications for Members and support services.*  
⇒ *An increasing range of Parliamentary support services and likely demands to enhance those support services.*

**Constituency factors** ⇒ *Rising community expectations (fuelled in part by increasing levels of engagement) that Members provide rapid response to constituents on all matters.*  
⇒ *Increasing pressure on electorate offices and electorate office staff.*

**Information and Technology factors** ⇒ *The increasing challenges associated with managing information, access and associated technologies and the speed at which these technologies are changing.*

**Accommodation factors** ⇒ *The growing significance of security issues and the impact upon accommodation and access.*  
⇒ *The increasing maintenance required on ageing precinct buildings.*  
⇒ *The impact of the changing use of areas surrounding the precinct.*

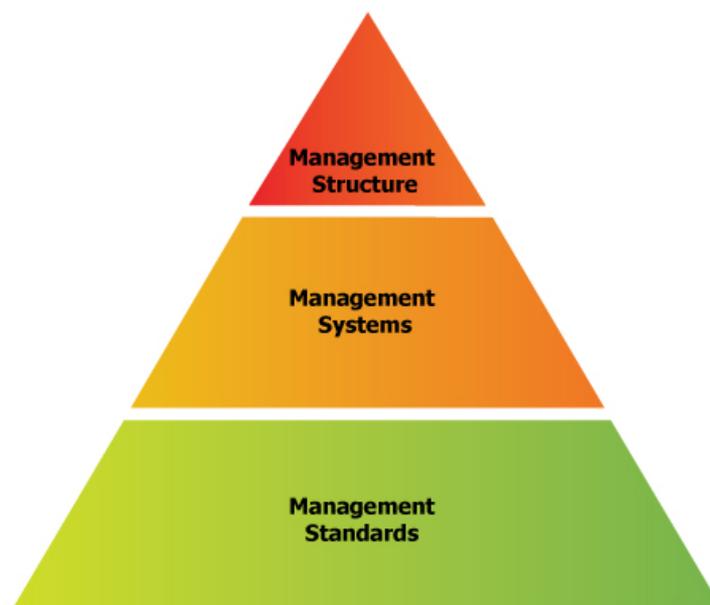
**Governance factors** ⇒ *Increasing accounting/reporting/auditing obligations.*  
⇒ *Changing workforce demographics (ageing workforce, generational change).*  
⇒ *Changing workplace arrangements (flexibility).*

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## CORPORATE GOVERNANCE WITHIN THE PARLIAMENTARY SERVICE

Corporate governance is the manner in which an organisation is controlled and governed in order to achieve its strategic and operational objectives. Corporate Governance underpins service delivery and provides the foundation upon which parliamentary services are built and delivered.

Implicit in this definition of corporate governance is the development of a management structure, management systems and management standards.



a) **Management structure** refers to the how the Service is organised and communicates so that roles and responsibilities are delegated, controlled and coordinated. The Parliamentary Service organisational chart (see page 9) outlines important aspects of the overall management structure.

b) **Management systems** are the mechanisms used by the Service to plan, manage resources and manage performance.

*Planning* refers to the processes that develop and document objectives and strategies to deliver those objectives, such as the-

- Parliamentary Service Management Plan
- Information Communication Technology Resources Strategic Plan

*Resource management* provides for clear policies and procedures in the management of financial, human and information resources, including –

- Financial resources (revenue, expenditure, assets, liabilities)
- Human resources (payroll, workforce planning, skills development, workforce flexibility etc)
- Information resources (records, information and communication systems)

*Performance management* incorporates systems to measure and monitor performance, including -

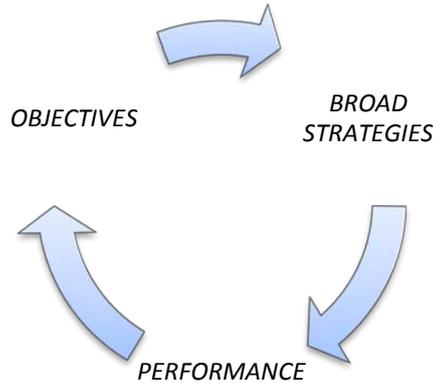
- Internal/external reporting systems (eg Annual Report, Quarterly Reporting, Employee Performance Annual Review)
- Internal/external auditing
- Benchmarking
- Internal control assessments

c) **Management standards** commit the Service to developing and maintaining a culture of care, diligence, ethical behaviour, public defensibility, integrity and accountability, and leadership in the activities of the Parliamentary Service. In practical terms, the standards are represented or reinforced in a number of documents and processes such as the Strategic Plan, this Management Plan, the Code of Conduct and policies delegating authority. Underpinning all of these are the values of the Parliamentary Service (outlined earlier on page 3).

## USING THE STRATEGIC PLAN TO DRIVE PERFORMANCE

In order to reach our vision and meet our purpose, we need to have clear linkages between-

- a) our stated objectives;
- b) the broad strategies we have identified to achieve those objectives over the life of the Plan; and
- c) meaningful performance information so that we can assess our success in delivering those broad strategies and therefore, in achieving the objectives.



### BROAD STRATEGIES AND PERFORMANCE INFORMATION

The tables on the following pages summarise (at a whole of Parliamentary Service level) the above linkages for each of the four (4) objectives contained in this Strategic Plan. The tables show-

- The **Objectives** (which were identified earlier).
- The **Broad Strategies** which illustrate (at a high level) how resources will be allocated in order to help achieve the objectives.
- **Performance** information which outlines (at a high level) the performance indicators, measures and methods of measurement that will be used to help assess performance.

Parliamentary Service management and staff commit to achieving these objectives over the life of this Plan, within the Corporate Governance framework outlined earlier.

### MORE SPECIFIC BUSINESS STRATEGIES AND PERFORMANCE INFORMATION

*Operational Plans* are prepared by the major management groups and individual Service Area managers taking into consideration the strategic framework outlined here.

The Clerk considers demonstrable performance a key management responsibility. The performance of individual managers in delivering stated objectives under their *Operational Plans* is the subject of quarterly review by the Clerk.



## USING THE STRATEGIC PLAN TO DRIVE PERFORMANCE

### BROAD STRATEGIES AND PERFORMANCE INFORMATION

OBJECTIVES	STRATEGIES TO ACHIEVE THIS OBJECTIVE	PERFORMANCE INFORMATION <sup>1</sup>		
		Indicators	Measures	Method of Measurement
<p>1. To support the Legislative Assembly (and its committees and members) in fulfilling its functions within the institution of Parliament to:</p> <ul style="list-style-type: none"> <li>▪ make law (and supervise delegated law making);</li> <li>▪ approve and scrutinise the State's finances;</li> <li>▪ scrutinise the actions of executive government (and oversight independent bodies); and</li> <li>▪ provide a forum for debate and grievance.</li> </ul>	<p><u>Assembly and Committee support</u></p> <ul style="list-style-type: none"> <li>▪ To provide Members with quality procedural, research, advisory and information services.</li> <li>▪ Refine, improve and strengthen the support provided to the portfolio committee system introduced in 2011.</li> <li>▪ To implement the decisions of the Legislative Assembly and its committees.</li> <li>▪ To safeguard the records of the Legislative Assembly and its committees.</li> </ul>	<p>Extent to which <b>quantity, quality, timeliness and cost</b> of services meet agreed standards/targets</p>	<ul style="list-style-type: none"> <li>▪ Client satisfaction</li> <li>▪ Compliance with client service standards</li> <li>▪ Timeliness, accuracy and cost-effectiveness of services provided</li> </ul>	<ul style="list-style-type: none"> <li>▪ Client surveys (MP and other client surveys)</li> <li>▪ Benchmarking to relevant peers</li> <li>▪ Internal self-assessment using information management systems</li> <li>▪ External assessment through periodic reviews/audit reports</li> </ul>
<p>2. To support members of the Legislative Assembly in their communication with and representation of constituents.</p>	<p><u>Supporting electorate offices and officers</u></p> <ul style="list-style-type: none"> <li>▪ Improve the support provided to electorate offices and electorate officers as key enablers to constituent access and communication.</li> <li>▪ Improve the electorate office accommodation leasing model.</li> <li>▪ Improve the electorate officers' induction, training and support programs and material.</li> </ul> <p><u>Delivering resources</u></p> <ul style="list-style-type: none"> <li>▪ Deliver the resources to Members, as determined by the Remuneration Tribunal and the Speaker, to enable Members' communication with constituents and ensure appropriate governance systems for those resources.</li> <li>▪ Provide information and advice to the Remuneration Tribunal and the Speaker, to enable them to make informed decisions about Members' resourcing.</li> </ul>			

<sup>1</sup> More detailed performance information contained in Operational Plans



## USING THE STRATEGIC PLAN TO DRIVE PERFORMANCE

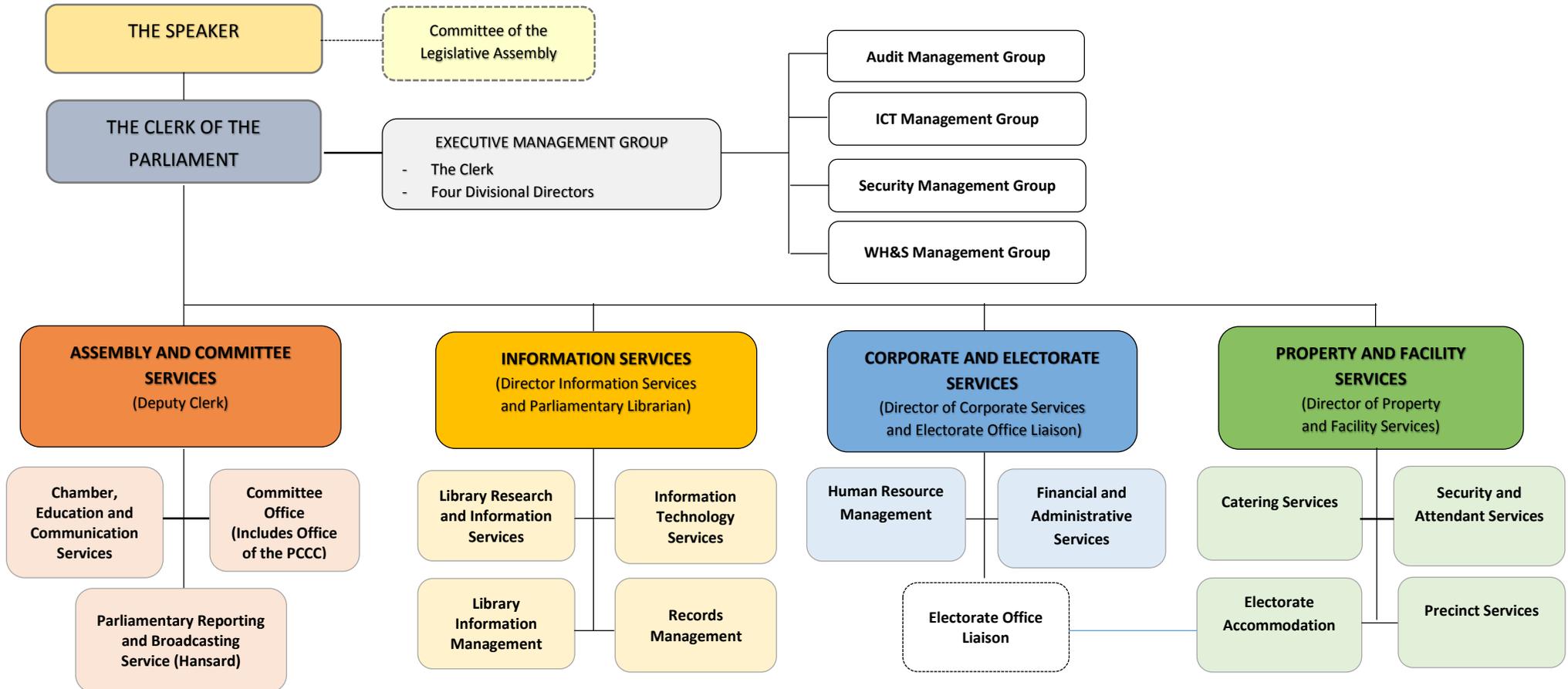
### BROAD STRATEGIES AND PERFORMANCE INFORMATION

OBJECTIVES	STRATEGIES TO ACHIEVE THIS OBJECTIVE	PERFORMANCE INFORMATION <sup>1</sup>		
		Indicators	Measures	Method of Measurement
<p>3. To provide information, corporate and facility management services that better enables members of parliament and parliamentary service officers to achieve their objectives.</p>	<p><u>Providing quality administrative support services</u></p> <ul style="list-style-type: none"> <li>▪ Regularly audit/evaluate and benchmark our services.</li> <li>▪ Monitor to ensure delivery of high service standards regardless of the client, location and service type (in or out-sourced).</li> </ul> <p><u>Providing fit for purpose Parliamentary accommodation</u></p> <ul style="list-style-type: none"> <li>▪ Provide a modern, accessible, safe/secure environment in which to work.</li> <li>▪ Plan and deliver affordable infrastructure investment and maintenance programs.</li> <li>▪ To conserve Parliament House and its collections.</li> </ul> <p><u>Connecting people, processes and technology</u></p> <ul style="list-style-type: none"> <li>▪ Provide simple but effective business systems.</li> <li>▪ Provide access to information anywhere/anytime/any device.</li> </ul> <p><u>Maintaining a professional and progressive Parliamentary Service</u></p> <ul style="list-style-type: none"> <li>▪ To be a best practice learning organisation.</li> <li>▪ Strengthen our workforce capacity and capability.</li> <li>▪ Improve our communication and customer focus.</li> <li>▪ Maintain high standards in corporate governance.</li> </ul>	<p>Extent to which <b>quantity, quality, timeliness and cost</b> of services meet agreed standards/targets</p>	<ul style="list-style-type: none"> <li>▪ Client satisfaction</li> <li>▪ Compliance with client service standards</li> <li>▪ Timeliness, accuracy and cost-effectiveness of services provided</li> </ul>	<ul style="list-style-type: none"> <li>▪ Client surveys (MP and other client surveys)</li> <li>▪ Benchmarking to relevant peers</li> <li>▪ Internal self-assessment using information management systems</li> <li>▪ External assessment through periodic reviews/audit reports</li> </ul>
<p>4. To safeguard, promote and strengthen the important institution of Parliament by improving awareness of the role of the Legislative Assembly, its committees and members in our democratic system of government and provide accessibility to information about parliamentary proceedings and activities.</p>	<p><u>Improving awareness of our Parliament</u></p> <ul style="list-style-type: none"> <li>▪ Deliver education and awareness programs about the Parliament (parliamentary systems and history, the building and its contents).</li> <li>▪ Raise youth awareness of the importance of the institution parliament by linking parliamentary education programs with the national curriculum for civics education.</li> <li>▪ Maintain and improve the regional outreach awareness programs over the term of each parliament and continue to refine and improve their effectiveness.</li> <li>▪ Improve the monitoring of the parliament’s on-line presence and website content with a view to increased electronic access to parliamentary information.</li> </ul>			

<sup>1</sup> More detailed performance information contained in Operational Plans



PARLIAMENTARY SERVICE ORGANISATIONAL CHART 2017-2021



## RECONCILIATION ACTION STATEMENT

The Parliamentary Service Strategic Plan identifies our purpose to “to serve, support, promote and strengthen the Legislative Assembly to enable it to fulfil its various functions which are fundamental to Queensland’s democratic system of government”.

In supporting the work of the Legislative Assembly, the Parliamentary Service aspires to uphold the principles of democracy and promote inclusion of all Queenslanders in the democratic process.

These aspirations include supporting and promoting reconciliation between Aboriginal and Torres Strait Islander peoples and other Queenslanders.

As custodians of the symbolic home of democracy in Queensland, the Legislative Assembly and the Parliamentary Service are uniquely placed to take both a symbolic and practical lead in reconciliation efforts.

The Parliamentary Service has been a leader among Australian parliamentary jurisdictions in promoting reconciliation over many years. The formal recognition of reconciliation action in our Strategic Plan for the first time in 2017-18 further embeds our ongoing commitment across all aspects of the Parliamentary Service.

### Our journey so far

The Queensland Parliament and the Parliamentary Service that supports it have been on the reconciliation journey for some time. On 26 May 1999 the Queensland Parliament acknowledged the past policies under which Aboriginal and Torres Strait Islander children were forcibly separated from their families, and expressed deep sorrow and regret at the hurt and distress this caused.

Since 1998, significant reconciliation milestones and activities include:

- An Indigenous Welcome has been part of the official proceedings at each Opening of Parliament since 1998
- Parliamentary Legal, Constitutional and Administrative Review Committee *Hands on Parliament* Report following an inquiry into Indigenous peoples’ participation in our system of democracy (2003).
- Renaming of function venues in the parliamentary complex in 2004 to recognise local Indigenous language groups (*Undumbi* and *Dandiir* rooms).
- Establishment of Reconciliation Gallery in the parliamentary complex honouring our first Indigenous Member of Parliament, Uncle Eric Deeral in 1974.
- Display of Aboriginal and Torres Strait Islander flags alongside the Australian and Queensland flags in the Parliamentary Chamber and outside Parliament House (2007).
- Commissioning of the Parliamentary Wind Yarn (Didgeridoo) for display in the precinct as a symbol of reconciliation between Indigenous and non-Indigenous Queenslanders.
- Formal acknowledgment of traditional owners of the land prior to each parliamentary sitting week (2007).
- Appointment of Australia’s first (and currently only) Parliamentary Indigenous Liaison Officer role (2008).
- Hosting of the first Indigenous Youth Parliament (2009) (since renamed Eric Deeral Indigenous Youth Parliament in 2012).
- Cultural awareness training for Parliamentary Service staff (2009-2010).
- Promoting engagement and dialogue with indigenous communities through parliamentary committee public hearings in regional locations throughout Queensland.
- Conducting regional education and training activities through Queensland including programs for indigenous students.
- Hosting the annual Indigenous Schools Constitutional Convention onsite.
- Providing complimentary use of facilities onsite to Reconciliation Queensland for regular meetings.

## RECONCILIATION ACTION STATEMENT

### Moving ahead

Over the course of the Strategic Plan, the Parliamentary Service commits to reconciliation activities across four key themes:

1. *Relationships*
2. *Respect*
3. *Opportunities*
4. *Tracking progress and reporting*

	Action	Timeline	Measurement
RELATIONSHIPS	Engage with Indigenous Queenslanders regarding specific issues through inquiries undertaken by parliamentary committees	Ongoing	Number of parliamentary committee hearings and inquiries assisted with Indigenous liaison activities
	Improve and assist relationship building and engagement between Members of Parliament and Indigenous communities	Ongoing	Number of instances where Indigenous protocol advice provided to Members and parliamentary staff.
RESPECT	Provide opportunities for staff identifying with Indigenous heritage to engage with their culture and communities (e.g. by celebrating NAIDOC Week)	June 2018	Review HR policies and procedures to ascertain any barriers to staff participation, and if barriers apply, identify strategies to address
	Appropriately acknowledge significant Indigenous Anniversaries	Ongoing	Participation and representation in programs and events to appropriately acknowledge major indigenous anniversaries
	Ensure that significant parliamentary occasions include an appropriate acknowledgment to Traditional Custodians and a Welcome to Country ceremony	Ongoing	Details of occasions where acknowledgments and ceremonies held.
OPPORTUNITIES	Provide opportunities for Indigenous and non-indigenous students to engage together in parliamentary education activities with focus on democracy and participation	Ongoing	<ul style="list-style-type: none"> <li>• Number of school educational activities conducted with Indigenous liaison focus</li> <li>• Annual hosting of Eric Deeral Indigenous Youth Parliament and number of attendees</li> </ul>
	Investigate opportunities to improve employment outcomes within our workplace for Indigenous persons	June 2018	Conduct survey of Parliamentary Service staff including electorate office staff to identify a baseline assessment of staff identifying themselves as of Aboriginal and Torres Strait Islander descent to allow issues to be identified and strategies to be developed.

### TRACKING PROGRESS AND REPORTING

Commencing in 2017-18, progress and achievements will be specifically reported in the Parliamentary Service Annual Report.