

# Corporate Governance

Corporate governance is the manner in which an organisation is controlled and governed in order to achieve its goals. Generally, it incorporates a number of dimensions including management structure, systems and standards. Corporate governance is the foundation on which service delivery is built.

## Management structure

The *Parliamentary Service Act 1988* sets out the administrative functions of the Speaker.

The general role of the Speaker in relation to the Parliamentary Service 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 supplied by the Parliamentary Service, and
- supervise the management and delivery of services by the Parliamentary Service.

Under Part 2 Section 5 of the *Parliamentary Service Act 1988*, the Speaker has control of:

- accommodation and services in the parliamentary precinct, and
- accommodation and services supplied elsewhere by the Legislative Assembly for its Members.

## Office of the Speaker

The Office of the Speaker provides executive, administrative and protocol support to the Speaker of the Legislative Assembly in relation to his various roles. Aside from the legislative obligations outlined above, these roles include public engagement, education and support of Members of Parliament and a range of other legislative responsibilities.

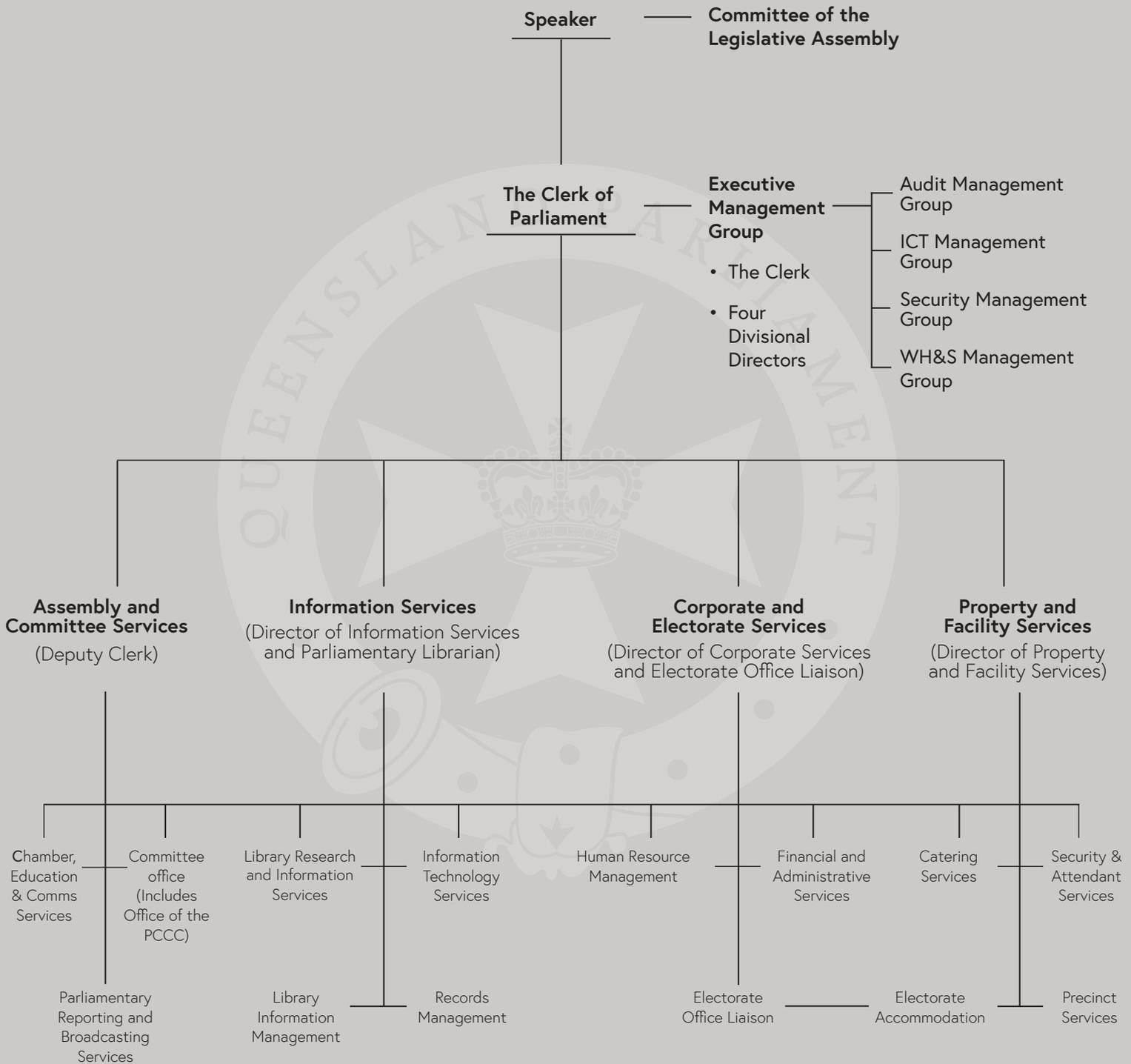
## The Clerk of the Parliament

The Clerk of the Parliament has a number of roles which are outlined in section 20 of the *Parliamentary Service Act 1988*. The Clerk, as Chief Executive Officer of the Parliamentary Service, is:

- responsible to the Speaker for the efficient and cost effective management of the Parliamentary Service, and
- is 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 Parliamentary Service divisional leaders.

# Queensland Parliamentary Service Organisational Chart



## The Parliamentary Service Divisions

The Parliamentary Service has four divisions:

- Assembly and Committee Services Division, led by the Deputy Clerk of the Parliament
- Information Services Division, led by the Director of Information Services and Parliamentary Librarian
- Corporate and Electorate Services Division, led by the Director of Corporate Services and Electorate Office Liaison, and
- Property and Facility Services Division, led by the Director of Property and Facility Services.

The divisional leaders report to the Clerk of the Parliament.

## Management Groups

The Clerk has established a number of management groups within the Parliamentary Service as part of the broader corporate governance framework outlined earlier.

### Executive Management Group

The role of the Executive Management Group (EMG) is to:

- provide leadership and ensure the effective management, coordination and performance of the Parliamentary Service
- consider reports from all management groups
- oversee the development and implementation of the Parliamentary Service Management Plan, Parliamentary Service-wide policies and procedures, management information systems and control environments, and
- review and recommend to the Speaker the annual budget for the Parliament.

Members of the EMG are the Clerk of the Parliament (chair), and the four Divisional Directors.

During 2019-20, the EMG:

- oversaw a program of Business Process mapping of Service Areas across the Service
- reviewed and endorsed updates to a number of important corporate policies including the Parliamentary Service Code of Conduct, and Annual Review Policy governing the review of staff performance and training and development
- co-ordinated the development of all management plans, including the Training and Development Plan and the Parliamentary Service budget, and
- oversaw the implementation of a critical services and infrastructure upgrade program.

### Audit Management Group

The role of the Audit Management Group (AMG) is to provide independent assurance and assistance to the Clerk on:

- internal control and compliance frameworks
- external audit liaison and communication with executive management
- monitoring implementation of internal and external audit recommendations, and
- the agency's external accountability responsibilities as prescribed in the *Financial Accountability Act 2009* and the *Financial and Performance Management Standard 2019*.

As at June 2020, the Members of the AMG were the:

- Deputy Clerk of the Parliament (Chair)
- Chief Hansard Reporter, Parliamentary Reporting and Broadcasting Service
- Director, Research and Information Service, Parliamentary Library, and
- External representative from Partner BDO, Marita Corbett.

During 2019–20 the AMG:

- settled the Parliamentary Service Strategic Audit Plan 2019-21 and the Annual Internal Audit Work Plan for 2019-20,
- reviewed the 2019-20 Financial Reports for the Legislative Assembly, and
- reviewed the Internal Audit Management Plan and Charter.

## Information and Communication Technology Management Group

The role of the Information and Communication Technology Management Group (ICTMG) is to develop responsive information communication technology (ICT) strategies that enable the achievement of the Parliamentary Service's organisational objectives.

Its specific charter is to:

- undertake ICT strategic planning, ensuring that such plans fit the current and ongoing needs of the Parliamentary Service
- evaluate proposed ICT initiatives
- manage staff understanding of and participation in ICT decision-making, and
- ensure ICT within the Parliamentary Service conforms with all applicable external regulations and complies with all internal policies and practices.

Members of the ICTMG are:

- Director of Information Services and Parliamentary Librarian (Chair)
- Head of IT Services (Deputy Chair)
- First Clerk Assistant (Committees)
- Director, Library Information Management
- Chief Hansard Reporter
- Financial and Administrative Services Manager
- Records Coordinator
- An external IT representative, and
- Two electorate office representatives.

During 2019-20, the ICTMG met on four occasions and considered a wide range of issues including the:

- refreshed Information Management and ICT policy frameworks in response to changing technology and information management needs.
- post implementation reviews of IT-enabled projects implemented during the year.
- planning and implementation of the new electorate office technology model, and the new data centre and cyber security strategies, and
- oversight of the IT risk management register.

## Security Management Group

The role of the Security Management Group (SMG) is to:

- assist the EMG by monitoring, reviewing and improving security strategies adopted within the Parliamentary precinct and electorate offices across the State.

Members of the SMG are:

- Director of Property and Facility Services (Chair)
- Sergeant at Arms and Manager, Security and Attendants
- Senior Electorate Accommodation Officer
- Manager, Human Resource Services
- First Clerk Assistant (Procedure)
- External representative from the Queensland Police Service, Security Operations Unit
- External representative from State Government Security, and
- Electorate Officer representative when dealing with specific matters.

During 2019-20, the SMG:

- conducted an annual review of the Security Management Plan
- oversaw implementation of approved recommendations arising from the 2016-17 Electorate Office Security Review
- reviewed recommendations for upgrading of security systems in Electorate Offices
- oversaw the planned and ongoing replacement of CCTV cameras in the precinct
- considered physical and electronic options for enhancing security as part of the Parliament House stonework fence restoration project
- reviewed reports on security incidents within the precinct and electorate office sites, and
- considered the ongoing security impacts of the COVID-19 pandemic
- reviewed security and threat incidents in the precinct and electorate office sites, and
- reviewed recommendations for the implementation of the Legislative Assembly chamber emergency response plan.

## Service Standards – Effectiveness Measures

Members of Parliament are surveyed each year on the performance of the Parliamentary Service. Figures on the percentage of Members satisfied with services provided (satisfied/very satisfied) for the Parliamentary Service as a whole and for individual Service Areas and Offices are presented below.

### Overall rating for the Parliamentary Service

In October 2019, the percentage of Members satisfied with the performance of the Parliamentary Service as a whole in fulfilling its key purpose was 98%.

### Overall rating by Service Area and Office

In 2019, the percentage of Members satisfied with the performance of individual Service Areas and Offices was as follows:

Committee Office = 87.27%

Electorate Accommodation Services = 85.45%

Financial and Administrative Services = 96.37%

Human Resource Services = 94.55%

Information Technology Services = 90.91%

Members Executive Support = 81.82%

Office of the Clerk = 96.36%

Parliamentary Catering Services = 89.09%

Parliamentary Education and Communications = 92.73%

Parliamentary Library = 92.73%

Parliamentary Reporting Service = 98.18%

Property Services = 96.36%

Security and Attendant Services = 100%

Table Office = 96.37%

## Workplace Health and Safety Management Group

The role of the Workplace Health and Safety Management Group (WHSMG) is to support the EMG by ensuring that obligations under the *Work Health and Safety Act 2011* are met. The WHSMG is for all intents and purposes the committee required under section 76 of the above-mentioned Act. Group Membership includes a number of management and employee representatives.

As at June 2020, Management Representatives were:

- Director, Corporate Services and Electorate Office Liaison (Chair)
- Manager, Human Resource Services
- Senior Advisor, Human Resource Services

- Manager, Precinct Services
- Manager, Catering Services
- Workplace Health and Safety Coordinator, and
- Supervising Parliamentary Attendant, Security and Attendant Services.

Employee representatives (appointed every three years) as at June 2020 were:

- Megan Lomas, Catering Services
- Sanja Luscombe, Cleaning Services
- Gerald Thompson, Security & Attendant Service
- Kerri Swaine, Travel Services
- Tara Manning, Gladstone Electorate Office, and
- Susan Lear, Barron River Electorate Office.

During 2019-20, the WHSMG met on four occasions and developed, participated in, and assisted with:

- improving induction processes for external contractors working in the parliamentary precinct and delivering onsite safety training to staff
- development and implementation of recommendations associated with electorate office security
- development of mental health pilot training program for delivery to electorate office staff
- delivery of corporate flu vaccination program for Members and staff in 2020
- coordination and delivery of workplace wellness initiatives and workplace safety and mental health awareness programs, and
- monitoring and reviewing issue and responses arising from the COVID-19 pandemic.

## Shared Service Initiative

As part of the state public sector Shared Service Initiative, during 2019-20 the Parliamentary Service provided a range of corporate services to the following independent agencies:

- Office of the Governor
- Office of the Information Commissioner (ceased December 2019)
- Office of the Ombudsman, and
- Queensland Audit Office.

Existing management and operational structures within the Parliamentary Service are used to deliver these shared services, and all are delivered in accordance with annual operating level agreements between the agencies.

## Human Rights

Commencing in December 2019, the Parliamentary Service undertook a service wide audit of all external and internal policies and procedures to assess for compliance with the Human Rights Act 2019 ('the Act'). A total of 111 documents were assessed during this audit, with the audit finalised in July 2020.

The audit uncovered that the majority of policies and procedures were either already compliant with the Act, or any limits on human rights could be demonstrably justified. For example, while certain categories of staff are not to engage in political activity under the Code of Conduct, this is justified because the Parliamentary Service provides independent advice and support to all Members of Parliament, regardless of their political affiliation. If staff were to be actively and publicly involved in political activity, it would jeopardise the neutrality of the Parliamentary Service. Eight policies across four service areas required minor amendment to ensure compliance with the Act.

The Parliamentary Service did not receive any complaints with respect to a contravention of the Act in the 2019-20 reporting period.

## Management Systems

### Planning

The Parliamentary Service undertakes planning at both strategic and operational levels to ensure that staff are focused on performance and achieving results. These plans form the basis of budgeting, performance management and reporting.

The following key plans were prepared for 2019-20:

- the Parliamentary Service Management Plan, incorporating a whole-of service strategic plan and operational plans for each management group and Service Area within the organisation, and
- a Training and Development Plan for staff.

## Performance Management

The Clerk of the Parliament employs a range of mechanisms to measure and monitor the performance of the Parliamentary Service, including:

### Internal management reporting

Divisional Directors are required to submit quarterly management reports to the Clerk. These reports document financial and operational performance against performance targets outlined in the Parliamentary Service Management Plan.

### Auditing and review

The Parliamentary Service engages an external contractor to provide internal audit services. The external contractor consults with the Parliamentary Service AMG and takes into consideration Queensland Treasury's Audit Committee Guidelines. The Clerk of the Parliament, in his capacity as the accountable officer, considers and addresses internal audit reports and any recommendations contained therein. No significant issues were identified during the 2019-2020 internal audit work program.

## Employee performance planning and review

Parliamentary Service staff are subject to annual performance planning and review processes to improve alignment between the individual performance review outcomes and training and development opportunities.

### External scrutiny

The Parliamentary Service is subject to an annual external audit by officers of the Queensland Audit Office pursuant to the *Auditor-General Act 2009*. No significant issues were identified regarding the operations of the Parliamentary Service during 2019-20. All recommendations in audit reports have been responded to accordingly.

### Resource management

The Clerk of the Parliament establishes and publishes policies and procedures for the management of all human, financial and information resources. Systems have been established to manage revenue, expenditure, assets and liabilities, as well as to protect information resources.

### Records management

While the *Public Records Act 2002* does not apply to the Legislative Assembly or the Parliamentary Service, the Parliamentary Service is committed to following the principles contained in the legislation and also various public sector information standards, policies and guidelines concerning records management.

### Management standards

The Parliamentary Service maintains a strong commitment to the development and maintenance of a culture of care, diligence, ethical behaviour, public defensibility, integrity, accountability and leadership. This commitment is reflected in management standards covering workplace health and safety delivered through the Workplace Health and Safety Management Group, and the Code of Conduct for Officers and Employees of the Parliamentary Service. The Code of Conduct guides staff when dealing with situations that may arise during the course of their duties, particularly those situations that may have an ethical dimension. The code is important given that the Parliamentary Service provides support to the Parliament, the body to which all other public entities in Queensland are ultimately accountable. The code was developed in accordance with the *Public Sector Ethics Act 1994*.