

# 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, management systems and management standards.

Corporate governance is the foundation on which service delivery should be built.

## Management structure

Under the *Parliamentary Service Act 1988*, the Speaker is responsible for deciding policies about:

- a) accommodation and services in the parliamentary precinct
- b) accommodation and services supplied elsewhere by the Legislative Assembly for its members.

The general role of the Speaker in relation to the Parliamentary Service is to:

- a) decide major policies to guide the operation and management of the parliamentary service
- b) prepare budgets
- c) decide the size and organization of the parliamentary service and the services to be supplied by the parliamentary service
- d) supervise the management and delivery of services by the parliamentary service.

### 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 earlier these roles include public engagement, education and support of MPs 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

The Parliamentary Service has two divisions:

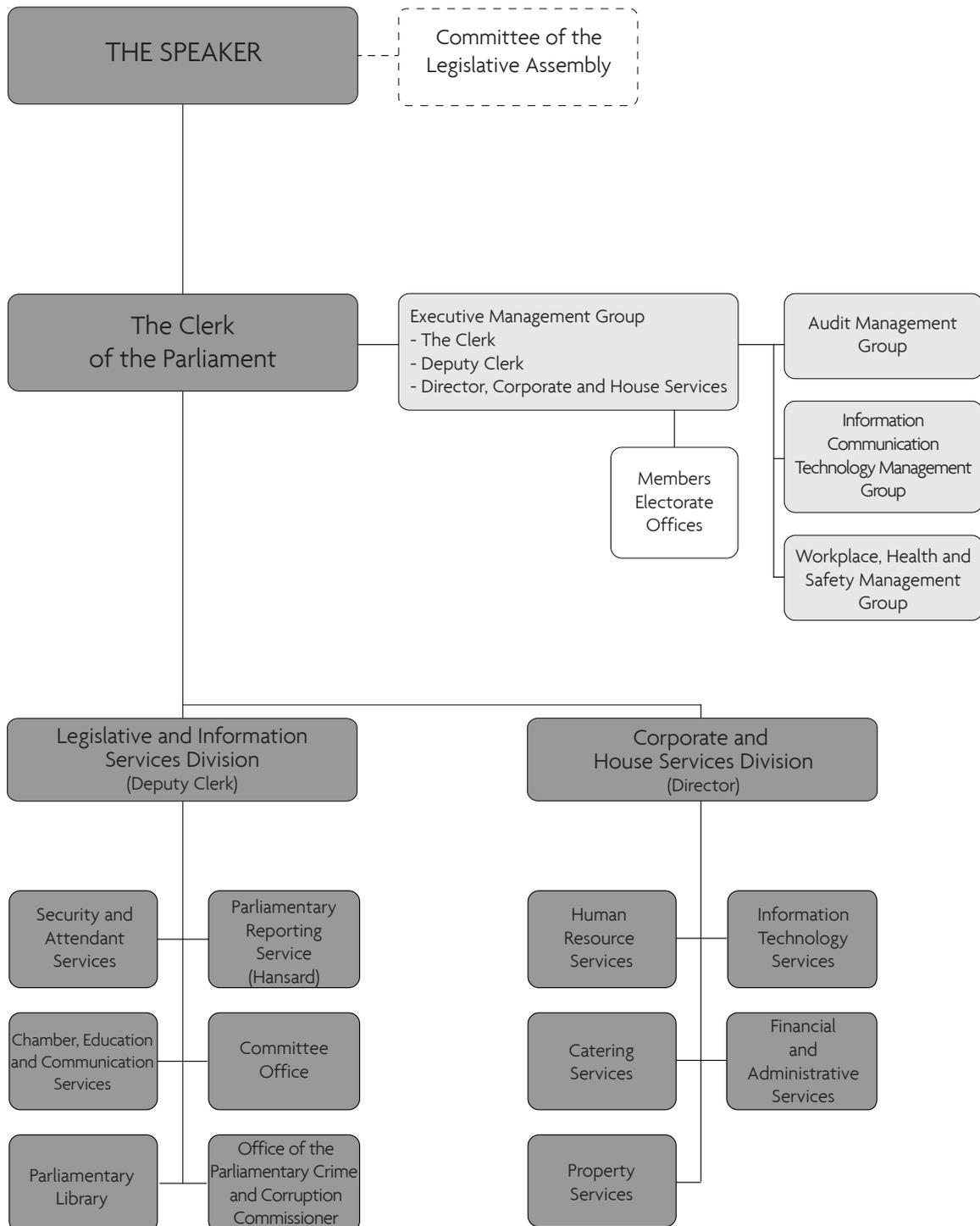
- Legislative and Information Services Division, led by the Deputy Clerk of the Parliament
- Corporate and House Services Division, led by the Director of Corporate and House Services.

Both 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.

**Parliamentary Service organisational structure as at 30 June 2016**



### 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
- review and recommend to the Speaker the annual budget for the Parliament.

The members of the EMG are the Clerk of the Parliament (chair), the Deputy Clerk, and the Director of Corporate and House Services.

During 2015-16, the EMG:

- conducted a review of the Parliamentary Service Strategic Plan and coordinated development of a new plan
- initiated a staff survey of all precinct staff
- updated a number of significant corporate policies including the policy for use of the precinct for functions/events
- provided oversight of all major capital projects and the implementation of the Electronic

Records Management system (eDRMS).

- co-ordinated the development of all management plans, including the Training and Development Plan and the Parliamentary Service budget.

### Audit Management Group

The role of the Audit Management Group (AMG) is to support the EMG by:

- supervising, evaluating and facilitating the practical discharge of the Internal Audit function, particularly in terms of planning, monitoring and reporting
- liaising with External Audit (the Queensland Audit Office) regarding external audit strategy, reports and fees as well as linkages with internal audit activity
- through the internal and external audit functions, appraising the Parliamentary Service's financial and operational reporting.

For 2015-16, the members of the AMG were the Deputy Clerk of the Parliament (chair), the First Clerk Assistant (Procedure), the Parliamentary Librarian, and Marita Corbett (Partner BDO Kendalls).

During 2015-16 the AMG:

- settled the Parliamentary Service Internal Audit Management Plan 2016-2019

- settled the terms of reference for an ITS Diagnostic Review
- reviewed the 2014-15 Financial Reports of the Legislative Assembly.
- updated the Register of Audit Issues and identified actions to be undertaken to address some of the outstanding recommendations.

### 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
- ensure ICT within the Parliamentary Service conforms with all applicable external regulations and complies with all internal policies and practices.

The members of the ICTMG are the Clerk (chair), the Deputy Clerk, the Director of Corporate and

House Services, the Manager of Information Technology Services (secretary) and four other managers.

During 2015-16, the ICTMG considered and approved design and implementations plans and progress for:

- the commissioning of an Electronic Records Management system (eDRMS)
- plans to replace the web broadcasting of House Sitings and Committee Hearings
- plans to replace the library's Video on Demand system.

The ICTMG also oversaw the implementation of the following changes:

- the acquisition and deployment of new printers in all electorate offices
- the replacement of laptops issued to Members
- the upgrade of the Parliamentary Service financial management system (Navision)
- the upgrade of Parliamentary Catering Division system – Micros – and the introduction of EFTPOS (Paywave) transactions
- renewal of the Parliamentary Service Microsoft Enterprise Agreement.

### Workplace Health and Safety Management Group

The role of the Workplace Health and Safety Management Group (WHSMG) is to support the Executive Management Group 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 abovementioned Act. Group membership includes a number of management and employee representatives.

Management representatives are:

- Director of Corporate and House Services (chair)
- Manager, Human Resource Management
- Manager, Catering Services
- Manager, Property Services (or delegate)
- Workplace Health and Safety Coordinator, Property Services
- Sergeant-at-Arms and Manager, Security and Attendant Services.

Employee representatives (appointed every three years) during 2015-16 were:

- Melissa Wong, Lytton Electorate Office
- Cameron Unwin, Cairns Electorate Office (resigned)
- Mary-Anne O'Neill, Marrumba Electorate Office
- Trent Carvolth, Property Services

- Lee Quinn, Parliamentary Security
- Nicolee Dixon, Parliamentary Library
- Sanja Luscombe, Property Services.

During 2015-16, the WHSMG met on four occasions and developed, participated in, and assisted with:

- safety inspections of the Parliamentary precinct
- activities for the Parliamentary Happier Healthier workplace program including TAFE fitness sessions and information sessions from Ford Health
- promotion of Safe Work Australia Week in October
- the election of Workplace Health and Safety Representatives
- development and review of documentation for the Workplace Health and Safety Management System
- hazardous substances training.

## 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 2015-16:

- 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
- the Information and Communications Technology Resources Strategic Plan
- 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**  
All line managers 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 Audit Management Group 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 2015-16 internal audit work program.

- **Employee performance planning and review**

Parliamentary Service staff are subject to annual performance planning and review processes.

- **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 2015-16. 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*.