

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

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

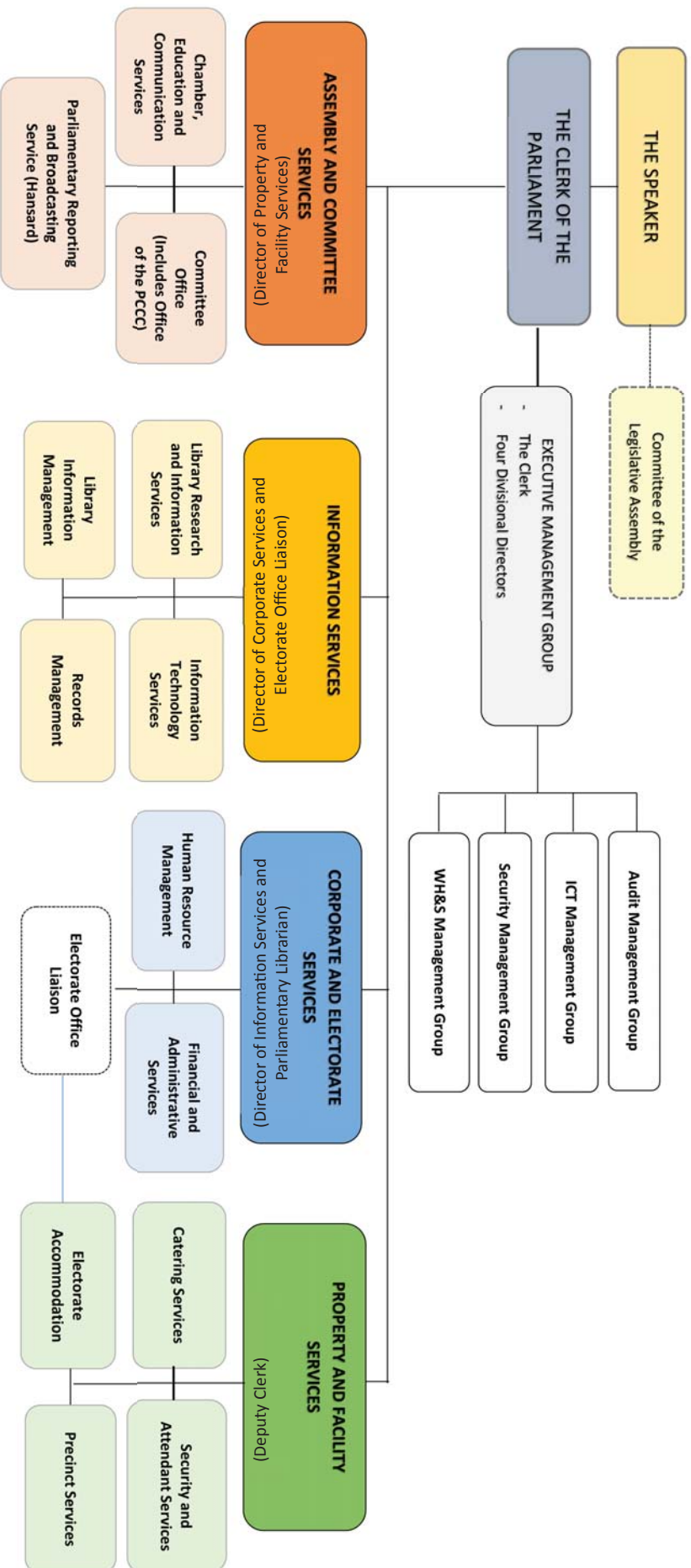
The general role of the Speaker in relation to the Parliamentary Service is to:

- 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, and
- d) 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:

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

PARLIAMENTARY SERVICE ORGANISATIONAL CHART 2016-2017



Notes

- The new structure of four Divisions became effective on 1 July 2016, however, some Service Areas did not transition to their new Divisions until after that date.
- Catering Services moved from the Corporate and Electorate Services Division to the Property and Facility Services Division on 1 January 2017.
- Security and Attendant Services will move to the Property and Facility Services Division on 1 July 2017, but throughout 2016-2017 served under the Assembly and Committee Services Division.

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 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.

Changes to the organisational structure of the Parliamentary Service were implemented during

2016-17 with the number of Divisions increased from two to four. These changes resulted from a review of the organisation's Strategic Plan for 2016-20 which occurred during 2015-16.

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.

The members of the EMG are the Clerk of the Parliament (chair), and the four Divisional Directors. During 2016-17, the EMG:

- coordinated the implementation of a new organisational structure following a review of the Parliamentary Service Strategic Plan in 2016
- 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
- conducted a staff survey of all precinct staff to benchmark improvement in focus areas since 2016.

Audit Management Group

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

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

For 2016-17, the members of the AMG were the:

- Deputy Clerk of the Parliament (Chair)
- First Clerk Assistant (Procedure)
- Parliamentary Librarian (until September 2016 replaced by Director, Research and Information Service, Parliamentary Library), and
- Marita Corbett (Partner BDO Kendalls).

During 2016-17 the AMG:

- settled the Parliamentary Service Strategic Audit Plan 2016-19 and the Annual Internal Audit Work Plan for 2016-17,
- reviewed the 2015-16 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.

The membership of the ICTMG is:

- 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 2016-17, the ICTMG considered and approved:

- a new draft IT Strategy and accompanying six-month roadmap
- an IT Network Risk Management audit report
- participation in a State Government project to develop a 'widget' for Seniors to access Members' biographical details, and
- a new streamlined process for the submission of business ideas.

The ICTMG also oversaw the implementation of:

- an Electronic Document and Records Management system (eDRMS), and
- a project to replace web broadcasting of House sittings and Committee hearings.

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, Corporate Services and Electorate Office Liaison (chair)
- Manager, Human Resource Management
- Manager, Catering Services
- Chief Hansard Reporter
- Workplace Health and Safety Coordinator, Precinct Services
- Precinct Services Maintenance Supervisor, and
- Senior Human Resource Adviser.

Employee representatives (appointed every three years) during 2016-17 were:

- Sanja Luscombe, Cleaning Services
- Nicolee Dixon, Parliamentary Library
- Lee Quinn, Security and Attendant Services
- Trent Carvolth, Property Services
- Melissa Wong, Lytton Electorate Office, and
- Tara Manning, Gladstone Electorate office.

During 2016-17, the WHSMG met on four occasions and developed, participated in, and assisted with:

- safety inspections of the Parliamentary precinct
- coordinating activities for the Parliamentary Happier Healthier workplace program including the 10,000 Steps Challenge, and healthy nutrition and immune system boost information sessions hosted in the precinct
- promotion of Safe Work Australia Week in October

- the election of WHS representatives
- commencement of a trial of a Guardian desktop software system to assist in reducing risks of repetitive strain injuries for computer use
- review of benefits achieved through use of ergonomic standing workstations
- review and update of risk assessment procedures for external contractors working in the parliamentary precinct, and
- hazardous substances training.

Shared Service Initiative

As part of the state public sector Shared Service Initiative, The Queensland Parliament provides a range of corporate services to the following independent agencies:

- Office of the Governor
- Office of the Information Commissioner
- 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.

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 2016-17:

- 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, 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 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 2016-17 internal audit work program.
- **Employee performance planning and review**
Parliamentary Service staff are subject to annual performance planning and review processes. During 2016-17, a new Annual Review Policy was approved and implemented to streamline the performance

review process and improve alignment between 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 2016-17. 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*. During 2016-17 a review and update of the Code was approved.