

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.

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.

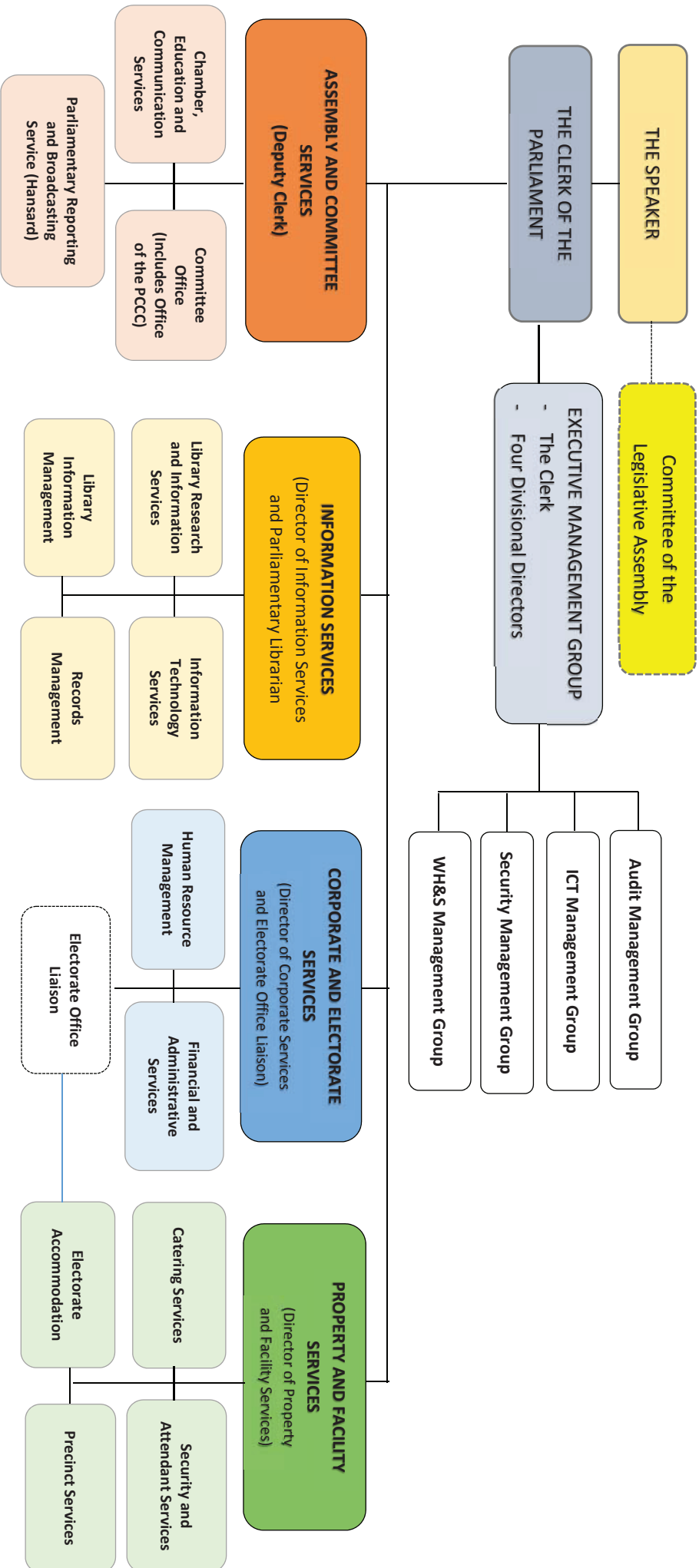
The Clerk is also the Accountable Officer, as defined under the *Financial Accountability Act 2009*, and as such has a range of financial management responsibilities and obligations in the management of the Parliamentary Service. Divisional leaders

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.

PARLIAMENTARY SERVICE ORGANISATIONAL CHART 2018-2019



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 2017-18, the EMG:

- endorsed a new corporate Information and Communication Technology Strategy to guide the Parliamentary Service over the coming three years including a new IT project management and governance framework
- developed a program of events to celebrate the 150th anniversary of Parliament House
- coordinated planning and preparation for the transition to the 56th Parliament following a general State election in November 2017
- co-ordinated the development of all management plans, including the Training and Development Plan and the Parliamentary Service budget
- developed and considered a range of option for a new electorate office technology model, and
- conducted a survey of all Members in 2018 to benchmark performance.

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*.

As at June 2018, 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
- Marita Corbett (external representative, Partner BDO).

During 2017-18 the AMG:

- settled the Parliamentary Service Strategic Audit Plan 2017-20 and the Annual Internal Audit Work Plan for 2017-18,
- reviewed and considered a number of reports arising from the 2017-18 Internal Audit Work Plan
- reviewed the 2016-17 Financial Reports for the Legislative Assembly, and
- reviewed the Audit Management Group 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 2017-18, the ICTMG met on five occasions and considered a wide range of issues including:

- the enterprise architecture initiative and business capability modelling which informed the 2018-2021 ICT Strategy and its accompanying technology roadmap
- the new ICT Project Lifecycle framework and its gated approval process for IT-enabled projects and supporting governance artefacts
- the Parliamentary Service's revised intranet project
- progress towards the proposed new electorate office technology model, a data centre strategy and a cyber security strategy, and
- an IT risk management register.

Security Management Group

The Security Management Group (SMG) assists the EMG by monitoring, reviewing and improving security strategies adopted within the Parliamentary precinct and electorate offices across the State.

The SMG is responsible for:

- the implementation, management and maintenance of safety and security strategies designed to protect Members, staff and visitors to the precinct and electorate offices
- working with key stakeholders in managing physical security, electronic security and surveillance, and awareness and preparedness, and
- ensuring compliance with all relevant statutory and regulatory obligations relating to protective security.

As at June 2018, the members of the SMG were:

- Director, Property and Facility Services (Chair)
- Manager, Security and Attendant Services
- Senior Electorate Accommodation Officer
- Manager, Human Resource Services
- First Clerk Assistant (Procedure)
- Abbas Bigdeli (Protective Services), and
- Colin Briggs (Queensland Police Service).

During 2017-18 the SMG considered:

- the Electorate Office Security Review
- CCTV camera installations in the parliamentary precinct
- upgrade to perimeter fence
- review of access technologies, and
- criminal history checks for Parliamentary Service Officers.

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.

As at June 2018, management representatives included:

- 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
- Senior Supervisor, Operational Procedures and Training.

Employee representatives (appointed every three years) as at June 2018 were:

- Megan Lomas, Catering Services
- Sanja Luscombe, Cleaning Services
- Brett Nutley, Education & Liaison
- Gerald Thompson, Security & Attendant Services
- Tara Manning, Gladstone Electorate Office, and
- Susan Lear, Barron River Electorate Office.

During 2017-18, the WHSMG met on four occasions and developed, participated in, and assisted with:

- safety inspections of the Parliamentary precinct
- workplace health and safety audit of electorate offices
- coordinating activities for the Parliamentary Happier Healthier workplace program including the 10,000 Steps Challenge, and hosted healthy cooking and nutrition demonstrations in the precinct
- promotion of Safe Work Australia Week in October
- the election of WHS representatives
- review and update of risk assessment procedures for external contractors working in the parliamentary precinct, and
- testing and provision of telephone headsets to electorate office staff to improve workplace productivity and injury prevention.

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 2017-18:

- 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 2017-18 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 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 2017-18. 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*.