

# 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 (Qld)* 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 (Qld)*, 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 earlier, 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 (Qld)*. 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 (Qld)*, and as such has a range of financial management responsibilities and obligations in the management of the Parliamentary Service divisional leaders.

## Parliamentary Service divisions

The Parliamentary Service has four divisions as per the organisational chart on page 12. 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.

### 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 of 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. The Head of IT Services was added to EMG in the 2021-22 year.

During 2021-22, the EMG:

- oversaw the development and implementation of the Parliamentary Service's COVID-19 Response Strategy
- monitored the implementation of a major three-year critical services and infrastructure upgrade program at the Parliamentary precinct in Brisbane
- oversaw the review and update of the corporate risk register and associated treatment strategies, and
- formed an EMG sub-committee to oversee the review of the Information Technology Service Area and the implementation of its recommendations.

### Audit and Risk Management Group

The role of the Audit and Risk Management Group (ARMG) 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 (Qld)* and the *Financial and Performance Management Standard 2019 (Qld)*.

As at June 2022, the members of the ARMG were the:

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

During 2021-22 the ARMG:

- reviewed the three year strategic audit plan and settled the Annual Internal Audit Plan
- reviewed the Parliamentary Service Performance Management Framework, and
- liaised with External Audit in respect of annual audit processes.

### Technical Needs and Solutions Group

Formed in 2021 and chaired by the Head of IT Services, the Technical Needs and Solutions Group (TN&SG) brings the organisation's business owners and technology experts together to identify business needs and improve the planning of technical solutions.

The group ensures that business needs are being included in the organisation's Digital Strategy and associated work plans and road maps, and that business owners

understand upcoming changes in technology and how these will impact on the Parliamentary Service.

The membership of the TN&SG is:

- Head, Information Technology Services (Chair)
- three additional IT representatives from IT Services
- representatives from each Parliamentary Services Area, and
- Executive Secretary, Corporate and Electorate Services (representing the interests of the Electorate Offices).

During 2021–22, the TN&SG met on five occasions.

### 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.

During 2021–22 the members of the SMG were the:

- 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 (Committees)
- external representative from the Queensland Police Service - Security Operations Unit
- external representative from State Government Security, and
- Electorate Officer representative (when matters relate to Electorate Offices).

During 2021–22, the SMG met on four occasions to review and advise on:

- current national security status and alerts
- electorate office security review
- annual review of Security Management Plan
- CCTV camera operations in the parliamentary precinct
- precinct perimeter fence upgrade project
- review of access technologies in the precinct
- review of security and threat incidents in the precinct and electorate office sites, and
- electorate office site contact management.

### 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 required under section 76 of this Act.

As at June 2022, 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 (Administration and Reception).

As at June 2022, Employee Representatives (appointed every three years) were:

- Kerri Swaine, Committee Office
- Barry Arnold, Security and Attendant Services
- Jayden Miller, Procurement Services
- Sanja Luscombe, Cleaning Services
- Robert Hansen, Committee Office
- Jenelle Head, Bancroft Electorate Office, and
- Benjamin Chong, Waterford Electorate Office.

During 2021–22, the WHSMG met on five occasions and developed, participated in, and assisted with:

- monitoring and reviewing issues and responses arising from the COVID-19 pandemic
- considering online solutions to improve visitor management and contractor induction processes
- developing and implementing recommendations associated with electorate office security
- monitoring workplace health and safety risks associated with planned major refurbishment of the Parliamentary Annexe in 2022–23
- delivering the corporate flu vaccination program for Members and staff in 2022, and
- coordinating and delivering workplace wellness initiatives and workplace safety and mental health awareness programs.

### Shared Service Initiative

As part of the state public sector Shared Service Initiative, during 2021–22 the Queensland Parliament provided a range of corporate services to the following independent agencies:

- Office of the Governor
- 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.

## Heritage Management Group

The role of the Heritage Management Group (HMG) is:

- to lead the coordination, identification, management, preservation and conservation of the Parliament's heritage collections and assets, and
- to make Parliament and its history more accessible to Queenslanders through exhibitions, historical seminars and online channels – with a view to promote greater understanding of the institution.

As at June 2022, the members of the HMG were the:

- Director, Information Services and Parliamentary Librarian (Chair)
- Director, Information Management Services, Parliamentary Library (Deputy Chair)
- Senior Information Management Librarian, Parliamentary Library
- Records Coordinator
- Project and Conservation Officer, Precinct Services
- Team Leader, Communication and Marketing
- Parliament Officer (Archives), Table Office
- Conservation Officer, Precinct Services, and
- Manager, Parliamentary Catering Services.

During 2021-22 the HMG met on four occasions to advise on:

- the governance of the organisation's heritage collections
- the promotion of key parliamentary milestones, including the centenary of the abolition of the Upper House
- digitisation priorities
- the preservation of digital collections
- updating the parliament's War Service Honour Board, and
- the restoration of the Stanford heritage maps.

# 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 2021-22:

- 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
- a Training and Development Plan for staff, and
- a three year Digital Strategy to focus on improved delivery of services in an increasingly digital environment.

## Performance Management

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

### *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 2021-22 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 (Qld)*. No significant issues were identified regarding the operations of the Parliamentary Service during 2021-2022. All recommendations in audit reports have been responded to.

## Complaints Management Framework

The Parliamentary Service has a formal complaints management framework to provide guidance on the handling of all complaints received by the Parliamentary Service (PS) to ensure complaints are handled comprehensively, consistently, and appropriately recorded. The framework includes a formal policy is published on the Parliaments website for management of any complaints regarding potential corrupt conduct by the Clerk of the Parliament (as chief executive) pursuant to section 48A of the Crime and Corruption Act 2001.

## 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 (Qld)* 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, developed in accordance with the *Public Sector Ethics Act 1994 (Qld)*, guides staff when dealing with situations that may arise during the course of their duties, particularly those situations that may have an ethical dimension.