
PARLIAMENTARY SERVICE
STRATEGIC
PLAN

2021-2025



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INTRODUCTION BY THE CLERK OF THE PARLIAMENT

Part 2, Division 2 of the *Financial and Performance Management Standard 2009* requires that each financial year, the accountable officer develop:

- a strategic plan for the agency covering a period of four (4) years; and
- operational plans at the level that the accountable officer considers appropriate.

The Plan is a key tool designed to focus resources on achieving goals, and represents the first step in a management cycle encompassing:

- planning;
- budgeting;
- performance management and monitoring; and
- reporting.

The Plan was developed after a number of facilitated planning sessions involving key management and staff.

The Plan outlines the four (4) year Strategic Plan for the Service. The Strategic Plan outlines:

- a) a number of strategic statements that define and direct the Service, including our business, vision, mission, goals, values, environment and business strategies;
- b) the Service's corporate governance structure which outlines how the Service is governed in order to achieve its objectives; and
- c) key linkages between the Service's goals, strategies and performance.

It is hoped that the Plan will provide Parliamentary Service management and staff with direction in their duties and also provide Members with useful information relating to the services provided by the Parliamentary Service and the standards being aimed for in the delivery of those services.

NEIL LAURIE
CLERK OF THE PARLIAMENT



1. ABOUT THE PARLIAMENTARY SERVICE

1.1 Our Business (the role of the Parliamentary Service)

The Legislative Assembly of Queensland consists of 93 Members who discharge a range of important legislative and constituency responsibilities.

Legislative responsibilities refer to the participation in Parliamentary matters including the enactment of legislation, privileged debate on Government policy administration and serving on Parliamentary Committees. Constituency responsibilities arise as each Member, the representative of an electoral district, provides advice and assistance to constituents and acts as an advocate of local interests.

The *Parliamentary Service Act 1988* establishes the Parliamentary Service to provide administrative and support services to the Legislative Assembly. These services include:

- advisory, information and research services;
- accommodation, security and hospitality services;
- electorate office support services; and
- general organisational services.

1.2 The Role of the Speaker and the Clerk

Sections 6 and 20 of the *Parliamentary Service Act 1988* provide the basis for the management of the Parliamentary Service.

Section 6 of the *Act* outlines the role of the Speaker in relation to the management of the Service. Generally, this role 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 provided by the Parliamentary Service; and
- supervise the management and delivery of services by the Parliamentary Service.

Section 20 of the *Act* outlines the role of the Clerk of the Parliament in relation to the management of the Service. The Clerk, as chief executive of the Service, is:

- responsible to the Speaker for the efficient and economical management of the Service; and
- 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 Service.

1.3 Our Vision (what we aspire to be)

To be the innovative leader in the delivery of parliamentary services in the Westminster world.

1.4 Our Purpose (what we are intended to do)

To independently support, promote and strengthen the Parliament to fulfil its democratic functions.



1.5 Our Objectives (what we intend to achieve)

1. To support the Legislative Assembly and its committees in fulfilling its functions within the institution of Parliament to:
 - make law (and supervise delegated law making);
 - approve and scrutinise the State's finances;
 - scrutinise the actions of executive government (and oversight independent bodies); and
 - provide a forum for debate and grievance.
2. To support Members to engage with and represent their Electorates.
3. To provide information, corporate and facility management services.
4. To safeguard, promote and strengthen the important institution of Parliament.

1.6 Our Values

<i>Integrity:</i>	<i>We are honest, ethical, respectful, independent and professional.</i>
<i>Accountability:</i>	<i>We are accountable to the institution, our clients, and to each other.</i>
<i>Learning:</i>	<i>We shall continually learn and pass on our knowledge.</i>
<i>Innovation:</i>	<i>We are innovative and strive to create a better future.</i>
<i>Clients:</i>	<i>We are focused on the needs of our clients.</i>

1.7 Environmental factors currently impacting upon the Service

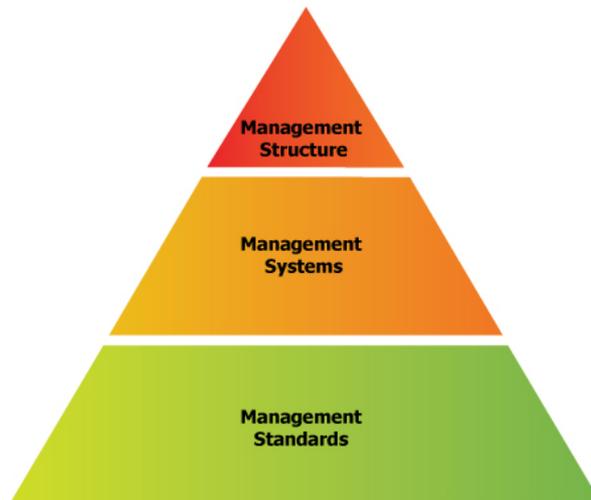
There are five (5) factors impacting on the Service:

Parliamentary factors	<i>⇒ An increasingly active committee system and the associated implications for Members and support services.</i> <i>⇒ An increasing range of Parliamentary support services and likely demands to enhance those support services.</i>
Constituency factors	<i>⇒ Rising community expectations (fuelled in part by increasing levels of engagement) that Members provide rapid response to constituents on all matters.</i> <i>⇒ Increasing pressure on electorate offices and electorate office staff.</i>
Information and Technology factors	<i>⇒ The increasing challenges associated with managing information, access and associated technologies and the speed at which these technologies are changing.</i>
Accommodation factors	<i>⇒ The growing significance of security issues and the impact upon accommodation and access.</i> <i>⇒ The increasing maintenance required on ageing precinct buildings.</i> <i>⇒ The impact of the changing use of areas surrounding the precinct.</i>
Governance factors	<i>⇒ Increasing accounting/reporting/auditing obligations.</i> <i>⇒ Changing workforce demographics (ageing workforce, generational change).</i> <i>⇒ Changing workplace arrangements (flexibility).</i>



2. CORPORATE GOVERNANCE WITHIN THE PARLIAMENTARY SERVICE

Corporate governance is the manner in which an organisation is controlled and governed in order to achieve its strategic and operational objectives. Corporate Governance underpins service delivery and provides the foundation upon which parliamentary services are built and delivered. Implicit in this definition of corporate governance is the development of a management structure, management systems, and management standards.



- a) **Management structure** refers to how the Service is organised and communicates so that roles and responsibilities are delegated, controlled and coordinated.
The Parliamentary Service organisational chart (see page 8) outlines important aspects of the overall management structure.
- b) **Management systems** are the mechanisms used by the Service to plan, manage resources and manage performance.

Planning refers to the processes that develop and document goals and strategies to deliver those goals, such as the:

- *Parliamentary Service Management Plan*
- *Information Communication Technology Resources Strategic Plan*

Resource management provides for clear policies and procedures in the management of financial, human and information resources, including:

- *Financial resources (revenue, expenditure, assets, liabilities)*
- *Human resources (payroll, workforce planning, skills development, workforce flexibility etc.)*
- *Information resources (records, information and communication systems)*

Performance management incorporates systems to measure and monitor performance, including:

- *Internal/external reporting systems (e.g. Annual Report, Quarterly Reporting, Employee Performance Planning and Review)*
- *Internal/external auditing*
- *Benchmarking*
- *Internal control assessments*

- c) **Management standards** commit the Service to developing and maintaining a culture of care, diligence, ethical behaviour, public defensibility, integrity and accountability, and leadership in the activities of the Parliamentary Service.

In practical terms, the standards are represented or reinforced in a number of documents and processes such as the Strategic Plan, this Management Plan, the Code of Conduct and policies delegating authority.

Underpinning all of these are the values of the Parliamentary Service:

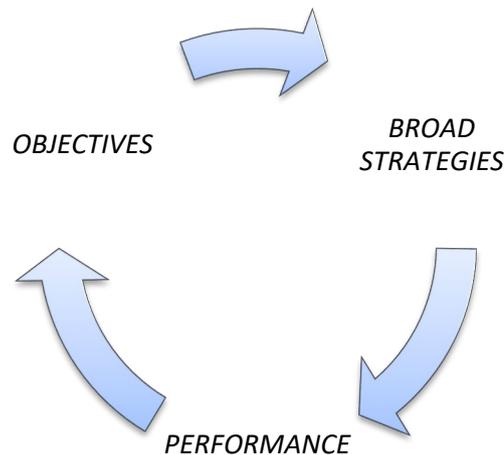
- Integrity: We are honest, ethical, respectful, independent and professional.*
Accountability: We are accountable to the institution, our clients, and to each other.
Learning: We shall continually learn and pass on our knowledge.
Innovation: We are innovative and strive to create a better future.
Clients: We are focused on the needs of our clients.



3. USING THE STRATEGIC PLAN TO DRIVE PERFORMANCE

In order to reach our vision and meet our purpose, we need to have clear linkages between:

- a) our stated objectives;
- b) the broad strategies we have identified to achieve those objectives over the life of the Plan; and
- c) meaningful performance information so that we can assess our success in delivering those broad strategies and therefore, in achieving the goals.



3.1 Broad strategies and performance information

The tables on the following pages summarise (at a whole of Parliamentary Service level) the above linkages for each of the four (4) objectives contained in this Strategic Plan.

Parliamentary Service management and staff commit to achieving these objectives over the life of this Plan, within the Corporate Governance framework outlined earlier.

3.2 More specific business strategies and performance information

Operational Plans are prepared by the major Management Groups and individual Service Area managers within each Division taking into consideration the strategic framework outlined here.

The Clerk considers demonstrable performance a key management responsibility. The performance of individual managers in delivering stated objectives under their *Operational Plans* is the subject of quarterly review by the Clerk.



BROAD STRATEGIES AND PERFORMANCE INFORMATION

OBJECTIVES	STRATEGIES TO ACHIEVE THIS OBJECTIVE	PERFORMANCE INFORMATION ¹		
		Indicators	Measures	Method of Measurement
<p>1. To support the Legislative Assembly and its committees in fulfilling its functions within the institution of Parliament to:</p> <ul style="list-style-type: none"> ▪ make law (and supervise delegated law making); ▪ approve and scrutinise the State's finances; ▪ scrutinise the actions of executive government (and oversight independent bodies); and ▪ provide a forum for debate and grievance. 	<p><u>Assembly and Committee support</u></p> <ul style="list-style-type: none"> ▪ To provide Members with quality procedural, research, advisory and information services. ▪ Refine, improve and strengthen the support provided to the portfolio committee system introduced in 2011. ▪ To implement the decisions of the Legislative Assembly and its committees. ▪ To safeguard the records of the Legislative Assembly and its committees. 	<p>Extent to which quantity, quality, timeliness and cost of services meet agreed standards/targets</p>	<ul style="list-style-type: none"> ▪ Client satisfaction ▪ Compliance with client service standards ▪ Timeliness, accuracy and cost-effectiveness of services provided 	<ul style="list-style-type: none"> ▪ Client surveys (MP and other client surveys) ▪ Benchmarking to relevant peers ▪ Internal self-assessment using information management systems ▪ External assessment through periodic reviews/audit reports
<p>2. To support Members to engage with and represent their Electorates.</p>	<p><u>Supporting electorate offices and officers</u></p> <ul style="list-style-type: none"> ▪ Improve the support provided to electorate offices and Electorate Officers as key enablers to constituent access and communication. ▪ Improve the electorate office accommodation leasing model. ▪ Improve the Electorate Officers' induction, training and support programs and material. <p><u>Delivering resources</u></p> <ul style="list-style-type: none"> ▪ Deliver the resources to Members, as determined by the Remuneration Tribunal and the Speaker, to enable Members' communication with constituents and ensure appropriate governance systems for those resources. ▪ Provide information and advice to the Remuneration Tribunal and the Speaker, to enable them to make informed decisions about Members' resourcing. 			

¹ More detailed performance information contained in Operational Plans.



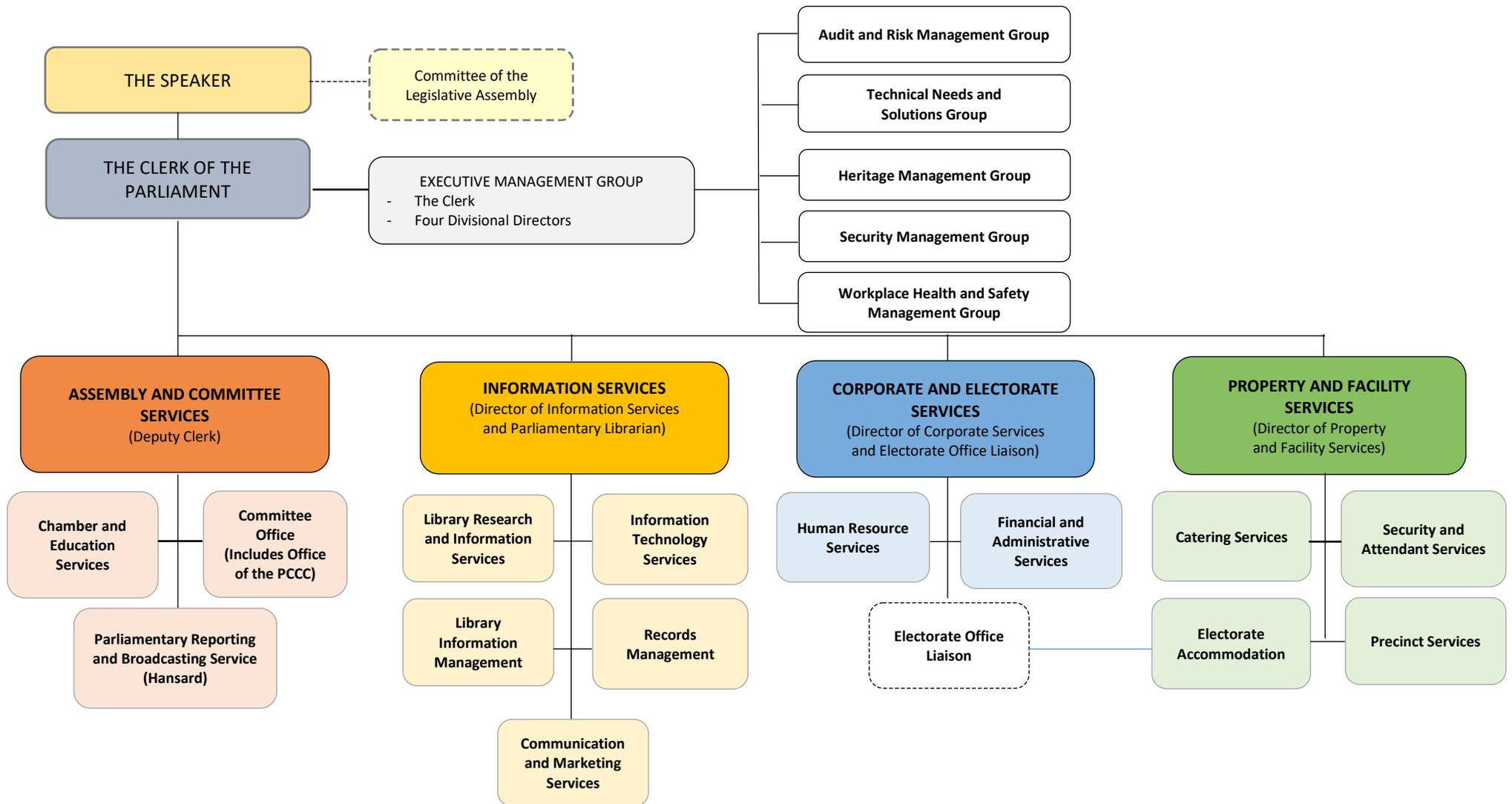
BROAD STRATEGIES AND PERFORMANCE INFORMATION

OBJECTIVES	STRATEGIES TO ACHIEVE THIS OBJECTIVE	PERFORMANCE INFORMATION ²		
		Indicators	Measures	Method of Measurement
3. To provide information, corporate and facility management services.	<p><u>Providing quality administrative support services</u></p> <ul style="list-style-type: none"> Regularly audit/evaluate and benchmark our services. Monitor to ensure delivery of high service standards regardless of the client, location and service type (in or out-sourced). <p><u>Providing fit for purpose Parliamentary accommodation</u></p> <ul style="list-style-type: none"> Provide a modern, accessible, safe/secure environment in which to work. Plan and deliver affordable infrastructure investment and maintenance programs. To conserve Parliament House and its collections. <p><u>Connecting people, processes and technology</u></p> <ul style="list-style-type: none"> Provide simple but effective business systems. Provide access to information anywhere/anytime/any device. <p><u>Maintaining a professional and progressive Parliamentary Service</u></p> <ul style="list-style-type: none"> To be a best practice learning organisation. Strengthen our workforce capacity and capability. Improve our communication and customer focus. Maintain high standards in corporate governance. 	Extent to which quantity, quality, timeliness and cost of services meet agreed standards/targets	<ul style="list-style-type: none"> Client satisfaction Compliance with client service standards Timeliness, accuracy and cost-effectiveness of services provided 	<ul style="list-style-type: none"> Client surveys (Member and other client surveys) Benchmarking to relevant peers Internal self-assessment using information management systems External assessment through periodic reviews/audit reports
4. To safeguard, promote and strengthen the institution of Parliament.	<p><u>Improving awareness of our Parliament</u></p> <ul style="list-style-type: none"> Deliver education and awareness programs about the Parliament (parliamentary systems and history, the building and its contents). Raise youth awareness of the importance of the institution of Parliament by linking parliamentary education programs with the national curriculum for civics education. Maintain and improve the regional outreach awareness programs over the term of each parliament and continue to refine and improve their effectiveness. Improve the monitoring of the parliament's on-line presence and website content with a view to increased electronic access to parliamentary information. 			

² More detailed performance information contained in Operational Plans.



4. PARLIAMENTARY SERVICE ORGANISATIONAL CHART





5. RECONCILIATION ACTION PLAN

The Parliamentary Service Strategic Plan identifies our purpose to “to serve, support, promote and strengthen the Legislative Assembly to enable it to fulfil its various functions which are fundamental to Queensland’s democratic system of government”.

In supporting the work of the Legislative Assembly, the Parliamentary Service aspires to uphold the principles of democracy and promote inclusion of all Queenslanders in the democratic process.

These aspirations include supporting and promoting reconciliation between Aboriginal and Torres Strait Islander peoples and other Queenslanders.

Since 2018, the Parliamentary Service Management Plan has included a formal Reconciliation Action Statement to focus and recognise our commitment to reconciliation activities across four key themes:

1. Relationships
2. Respect
3. Opportunities
4. Tracking progress and reporting

In 2020 the Parliamentary Service developed its first Reconciliation Action Plan. The Plan expands on the key principles and commitments previously outlined in the Statement.

The Parliamentary Service’s Reconciliation Action Plan was formally endorsed by Reconciliation Australia and subsequently launched in late 2020.

Since then, a Reconciliation Action Plan Working Group has been established to oversee the implementation of initiatives in the Plan, and to promote staff engagement in the spirit of reconciliation embodied in the Plan.