

Parliament of
New South Wales

Department of
Parliamentary Services

ANNUAL REPORT

2024 / 2025





ACKNOWLEDGEMENT OF COUNTRY

The Department of Parliamentary Services acknowledges the Traditional Custodians of the lands where we work and live. We celebrate the diversity of Aboriginal peoples and their ongoing cultures and connections to the lands and waters of NSW.

We pay our respects to Elders past and present and acknowledge the Aboriginal and Torres Strait Islander people that contributed to the development of this report.

We advise this report may contain images, voices, or names of deceased persons in photographs or historical content.

Cover image:

Sculpture by artist, Dharawal and Yuin woman, Alison Page, heritage consultant, Dharawal and Gumbaynggirr woman, Rowena Welsh-Jarret and ceramist Simon Reece.

Scan to learn more about the artwork.



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PRESIDING OFFICERS' FOREWORD

We are pleased to provide this foreword to the annual report of the Department of Parliamentary Services for the year ending 30 June 2025.



Following a busy and memorable year in the Parliament of NSW, we are pleased to present the 2024–2025 Annual Report of the Department of Parliamentary Services (DPS).

At the outset, we wish to acknowledge DPS Chief Executive Mark Webb and all DPS teams for their professionalism, dedication, and teamwork. Their work ensures that the Parliament continues to operate smoothly and to serve Members, staff, and the community with excellence.

This year was marked by significant moments in the life of the Parliament. In October 2024, we were honoured to welcome His Majesty King Charles III to the NSW Parliament to commemorate the Bicentenary of the Legislative Council—a truly historic occasion. In August 2024, we unveiled a new Acknowledgement of Country sculpture in the Parliament’s forecourt, a lasting and visible recognition of the Traditional Custodians of the land across NSW and where parliament meets.

Throughout the year, DPS supported a wide range of initiatives that showcased our Parliament as an open and accessible institution, from exhibitions, events, regional roadshows and school tours to the Festival of Democracy, Family Fun Day and Open Day that celebrated 200 years of the Legislative Council. These programs brought the work of Parliament to communities across the state and provided opportunities for citizens to engage with democratic processes in new and meaningful ways. The Parliament’s commitment to inclusion, engagement, and cultural connection was further strengthened through programs such as the Young Aboriginal Leaders Program, which brought together emerging leaders from across NSW to share their perspectives, build skills, and connect with Members and parliamentary staff.

We’re pleased to note that the parliamentary administration’s response to the Broderick Review was finalised after two and a half years of intense and sometimes difficult work. The Parliament has embedded changes to strengthen our workplace culture, with a focus on supporting staff and promoting a safe, diverse, and respectful workplace. This important work will continue as part of Parliament’s day-to-day operations.

Alongside these achievements, DPS delivered a variety of improvements to facilities and services, including the refurbishment of the Long Bell Café, with works on Café Quorum soon to follow.

As a contemporary and dynamic legislature, the Parliament of NSW will continue to evolve to meet the challenges of modern times. This requires the expertise and commitment of the Department of Parliamentary Services, and we are grateful to Mark Webb, the DPS executive group leaders, and all DPS staff for their outstanding support to the Legislative Assembly, the Legislative Council, and the people of New South Wales.

A stylized, handwritten signature in black ink, belonging to The Hon. Greg Piper MP.

The Hon. Greg Piper MP
Speaker of the Legislative Assembly

A stylized, handwritten signature in black ink, belonging to The Hon. Ben Franklin MLC.

The Hon. Ben Franklin MLC
President of the Legislative Council

CHIEF EXECUTIVE REVIEW



The 2024–25 financial year has been another dynamic and rewarding year for the Department of Parliamentary Services, marked by change, growth, and innovation. We've undergone shifts not only in our operating structure but also within our teams, as we farewelled some valued colleagues and welcomed new ones.

Amid these changes, what has truly stood out is the momentum of creativity and collaboration across the organisation—a spirit of innovation that I'm confident will continue into the year ahead.

The Department is responsible for providing professional and support services to Members and staff of the Parliament of NSW. While much of our work is grounded in tradition and guided by policy, we remain focused on delivering exemplary service to the parliament and the broader NSW community. It is vital that we stay agile and dynamic to support the Houses and continually enhance how we serve the people of NSW through a modern, accessible, and forward-thinking parliament.

The year featured several significant events, including the royal visit of His Majesty King Charles III to commemorate the Bicentenary of the Legislative Council and the unveiling of the Acknowledgement of Country sculpture in the forecourt, recognising the enduring connection of First Nations peoples to the land.

I want to acknowledge the great shared outcomes achieved with the broader Parliamentary Executive Group and their teams, particularly regarding their advocacy around the implementation of the Broderick Review and support of the Bicentenary of the Legislative Council.

A handwritten signature in black ink, appearing to read 'Mark Webb', with a long horizontal line extending to the right.

Mark Webb

Chief Executive, Department of Parliamentary Services

Our Capital Works team continues to deliver exceptional outcomes, with improvements including enhanced accessibility, as well as the renovation of the northern atrium and lifts. Their dedication has again been recognised, winning the Interiors and Objects category at the 2025 National Trust of Australia (NSW) Heritage Awards for a second year. This is testament to our commitment to preserving the unique history and character of Australia's first parliament.

Special thanks to Mr David Blunt AM, Clerk of the Parliaments for his instrumental support and guidance. David concluded his 35 years of service with parliament in March earlier this year. Steven Reynolds, appointed Clerk of the Legislative Council, has provided strong continuity and we thank Helen Minnican, Clerk of the Legislative Assembly, for her leadership and continued support.

As I do each year, I want to thank the Department's executive team for helping steer us throughout the year. They have done so on time, with good humour and perspective.

Julie Langsworth stepped into a newly created Executive Director of Projects, Strategy and Delivery role to support the vital and ambitious program of works at Parliament House and the 98 electorate offices across the state. I also created a new Chief of Staff position in my office and Ingrid Lane was successfully appointed.

Special thanks to Kelly McFadden, who departed early this financial year. Kelly was instrumental in initiating the 2022 review of workplace bullying, harassment and culture. We extended a warm welcome to Will de Vos who joined as our new Executive Director of Corporate Services from the New Zealand Parliament.

I am pleased to present this annual report for 2024–25.

The Department

The Department of Parliamentary Services is responsible for providing professional and support services to Members and staff at the Parliament of New South Wales.

The work is delivered through eight branches and units, and is overseen by the Chief Executive, Parliamentary Services.

CORPORATE SERVICES DIVISION

Finance and Governance

Provides professional services and advice on matters of finance, members' entitlements, strategic planning, customer performance, procurement, and governance and risk.

Information Technology Services

Manages information technology infrastructure, provides technical support to the Parliament including cybersecurity, and oversees enterprise architecture to align Information Technology (IT) strategy and optimise technology investment.

People, Property and Security

Offers comprehensive human resourcing, people and culture, and wellbeing and safety functions, along with building-related services, asset management, and electorate office services, and provides contemporary, protective security advice across the Parliament and Electorate Offices.

PARLIAMENT SERVICES DIVISION

Parliamentary Catering

Manages Members' dining services particularly during sittings, as well as offering services to the community via our cafés and restaurants of Parliament, and corporate functions and events management.

Communications, Engagement and Education

Manages education and community outreach programs and events, Aboriginal liaison and engagement, internal and external communications, and media liaison.

Hansard, Library, Research and Audiovisual and Broadcast Services

Provides information-based services, including Hansard, audiovisual and broadcasting services for chambers, committees and events, library, records, research, and media monitoring.

PROJECTS STRATEGY AND DELIVERY

Capital Works, Strategy and Delivery

Responsible for developing strategy and delivery of property projects for the Parliament precinct and electorate offices portfolio, ensuring the organisational needs of today and the future are met.

Digital Transformation

Responsible for the delivery of digital projects to modernise Parliament's technology, resulting in improved business capabilities and user experience.

Enabling the Parliament, serving NSW

OUR VALUES

In the Department of Parliamentary Services, we believe it's not just what we do, but how we do our work that is important. The following values underpin every aspect of our work including strategic planning, and guiding our actions and decisions.

Integrity The quality of being honest and having strong moral principles

Collaboration The act of working together to achieve outcomes

Excellence The quality of working to the highest standards

Innovation The act of creating or accepting new ideas, methods or processes

Service The act of giving assistance, support or advice.



Executive Team



Mark Webb

Chief Executive
Department of Parliamentary Services

Mark provides leadership, governance and strategic direction to DPS. He works closely with the Presiding Officers and Clerks, as well as with the Department of Parliamentary Services executives and senior management teams to ensure effective and high-quality professional services for the Parliament. Mark's leadership of the Department is underpinned by more than 20 years' experience in senior executive positions in NSW and Commonwealth public sectors.



Will de Vos

Executive Director
Corporate Services Division

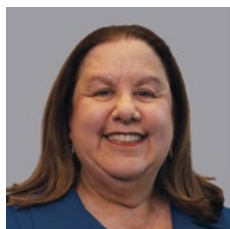
Will joined on secondment in 2024 from the New Zealand Parliament. He brings more than 10 years of experience working in leadership roles delivering core services in a parliamentary environment. Will provides leadership and strategic direction for the Corporate Services Division and works with his team to provide excellent IT, Finance, People, Property, Security and Corporate Governance services across Parliament.



Matthew Dobson

A/Executive Director
Parliament Services Division

Matthew provides leadership and strategic direction to the Parliament Services Division. He has extensive experience working in academia, non-government and government sectors. Since joining the Department in 2016, he has worked on projects including the Parliament's first Master Plan, the 2021 review of Parliamentary Library and Research Services and the establishment of our Mental Health First Aid Network.



Tamara Leizer

A/Director
Hansard, Audiovisual and Broadcast Services, Library and Research

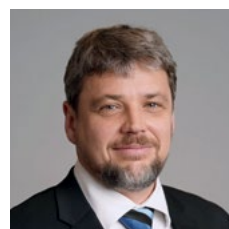
Tamara provides leadership and strategic direction to the Hansard, Audiovisual and Broadcast Services, Library and Research Branch. She has held leadership roles across Corporate Services, Digital Transformation and Parliamentary Services since April 2024. She works with her teams to provide quality and customised services to the parliamentary community based on more than 30 years of leadership experience in finance, strategy, and governance in the private, not for profit and NSW public sectors.



Toby Loo

Director
Information Services and CIO

Toby is a seasoned IT executive with more than 20 years of experience in technical and service management. At the Department, he leads IT services, cybersecurity and enterprise architecture. He has driven improvements in information security, data networks and digital platforms, while streamlining service support and standardising technology systems. Before joining in 2024, Toby held several leadership roles across multiple sectors.



Robert Nielsen

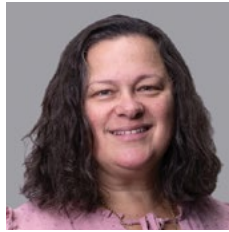
Director
Capital Works Strategy and Delivery

Robert leads the development and delivery of Capital Works Strategy for NSW Parliament House and electorate offices. With 18 years' experience overseeing facilities services at the Parliament, Robert now works exclusively with the Capital Works team to advance the further planning of NSW Parliament House, and electoral offices while delivering key building projects.



Julie Langsworth
Executive Director
Projects Strategy and Delivery

Julie has worked at Parliament for 30 years in senior roles both in the Department of the Legislative Council and the Department of Parliamentary Services. Julie is currently Executive Director, Projects Strategy and Delivery, overseeing digital and built environment major works at NSW Parliament House and across the Electorate Offices. Prior to this Julie was Executive Director, Parliament Services Division.



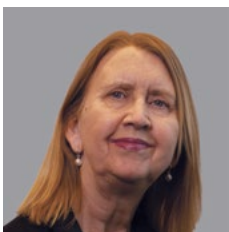
Helen Gors
Director
People, Property and Security

Helen heads up the People, Property and Security Branch, which looks after the parliamentary precinct and the 98 electorate offices, as well as the people working within them. Helen joined the Department in 2016 and brings a wealth of human resources experience to her current role, with more than 30 years in the NSW public sector, working across different agencies.



Janson Hews
Director
Communication, Engagement and Education

Janson has extensive experience as an engagement and communications professional, focused on producing immersive cultural experiences for diverse audiences that encourage creative expression, agency, and civic engagement. Over his career, he has worked in partnership with stakeholders across the cultural and education sector and with Aboriginal communities to deliver programs for school students and community groups at both the Museum of History NSW and the Museum of Applied Arts and Sciences.



Margaret Palmer
Director
Finance and Governance/CFO

Margaret is a Fellow Certified Practising Accountant and a graduate of the Australian Institute of Company Directors, and her experience spans government and private sectors. In her role as Director and CFO Margaret is committed to excellence and continuous improvement across all areas she leads – Finance, Governance and Members' Entitlements.



Danielle Schefer
Director
Digital Transformation

Danielle joined the Department in 2022 to lead the Digital Transformation Branch. She brings 21 years' experience working in the private technology sector to drive the delivery of major changes to the Parliament's technology landscape. Danielle has previously held senior lead digital government services in the United States.

Department of Parliamentary Services



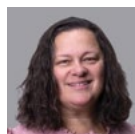
**Department of
Parliamentary
Services**
Mark Webb
Chief Executive



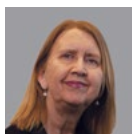
Corporate Services
Will de Vos
Executive Director



**Information
Services & CIO**
Toby Loo
Director



**People, Property &
Security**
Helen Gors
Director



**Financial Services
& Governance**
Margaret
Palmer
Director



Cyber Security
Srdjan
Luzajic
Senior Manager



People & Capability
Justine
Mackinnon
Senior Manager



**Governance,
Planning &
Performance**
Bruce Pope
Senior Manager



**Enterprise
Architecture**
Costa
Varvarigos
Senior Manager



**Workplace
Relations &
Support**
Michelle
Bartolo
Senior Manager



**Members'
Entitlements**
Tass
Miroforidis
Senior Manager



**Information
Technology**
Michael
Crawford
Senior Manager



**Security & Support
Services**
Anthony
Macvean
Senior Manager



**Parliamentary
Accounting**
Andrew Veitch
Senior Manager



**Electorate Offices
Services**
Sharon White
Senior Manager



**Property
Management
Services**
Ross Cameron
Senior Manager



**Office of the Chief
Executive**
Ingrid Lane
Senior Manager

ORGANISATION CHART



Parliament Services
Matthew Dobson
A/Executive Director



Projects Strategy and Delivery
Julie Langsworth
Executive Director



Hansard, Library, Research, Audiovisual & Broadcast Services
Tamara Leizer
A/Director



Communications, Engagement & Education
Janson Hews
Director



Digital Transformation
Danielle Schefer
Director



Capital Works Strategy & Delivery
Robert Nielsen
Director



Parliamentary Catering
Lee Kwiez
Senior Manager



Audiovisual & Broadcast Services
Mick Kennedy
Senior Manager



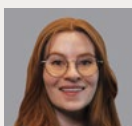
Aboriginal Engagement
Joe Stewart
Senior Aboriginal Liaison Officer



Digital Transformation
Scott Fuller
Senior Program Manager



Capital Works Delivery
James Kleppen
Senior Program Manager



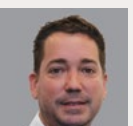
Hansard
Vanessa Schlenert
Editor of Debates



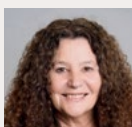
Education & Engagement
Jeannie Douglass
Senior Manager



Digital Transformation
Ann Luu
Senior Program Manager



Capital Works Delivery
Ryan Panton
Senior Program Manager



Library
Deborah Bennett
Parliamentary Librarian



Media & Communications
Stacy Thomas
Senior Manager



Digital Transformation
Michael Macfarlane
Senior Program Manager



Capital Works Strategy
Lyndall Smith
Senior Program Manager



Research Services
Nicola Dunbar
Senior Manager



Digital Transformation
Ishita Narula
Senior Program Manager

Inclusion and Diversity

The Parliament of NSW recognises the importance of embracing the diverse nature of the community we serve and is committed to building a positive and productive workplace that reflects and values the varied perspectives, cultures and experiences of people who make up our community.

Strengthening internal capabilities to foster a safe, inclusive and respectful workplace is a strategic priority for the 58th Parliament. Throughout the 2024–25 financial year, the Parliament has been developing an Inclusion and Diversity Strategy, which will serve as a framework for supporting a workplace where everyone feels safe, respected and empowered to thrive.

This strategy will support an environment where people feel genuinely included and motivated to come together, share perspectives, learn from each other and grow collectively regardless of their personal characteristics, background and position. The strategy is scheduled to be released next financial year and implemented across the 2025–2028 period.

ACTIVITIES TO DRIVE INCLUSION

Programs and networks that support inclusion play a vital role within Parliament of NSW by amplifying diverse voices and creating a sense of belonging. These initiatives offer safe spaces for employees to connect around shared identities, experiences or interests while also providing valuable insights that inform our broader inclusion efforts. By championing equity and driving culturally aware conversations, events and activities, these networks not only support employees, but also help embed inclusion and diversity across DPS and the wider parliamentary community.

HIGHLIGHTS FROM THE 2024–25 FINANCIAL YEAR

Mature Aged Persons group / Young Professionals Network – 30 July 2024

The International Day of Friendship was the perfect occasion to bridge the gap between the Mature Aged Persons group and the Young Professionals Network. The combined event featured two inspiring speakers: Sue Lennox, AM – NSW Senior Australian of the Year 2020, environmental educator and social enterprise founder; and Lottie Dalziel, NSW Young Australian of the Year 2023, founder, Banish and sustainability champion. They both spoke passionately about their work and approaches, which naturally differed across generations – yet their shared call to action was clear. We all have a role to play in supporting the environment, regardless of age.



International Women's Day – 13 March 2025

The parliamentary community came together in purple, green and white, the colours of the suffragettes, for morning tea to celebrate International Women's Day and honour the achievements of women past and present, while highlighting the importance of pursuing gender equality. The Clerk of the Legislative Assembly, Helen Minnican and Deputy Clerk, Carly Maxwell (both right), spoke about their personal journeys at Parliament and the broader role of women in leadership.





Pride month – June 2025

The Pride@Parliament Employee Network celebrated with the theme: Love, Respect, Empower! Members and staff from across Parliament came together for a morning tea and heard from several engaging speakers, who spoke about the importance of visibility and allyship and celebrated the achievements of the LGBTQIA+ community.

National Carers Week – 14 October 2024

To mark National Carers Week, a spotlight was shone on the vital role of carers in our community with a lively panel discussion and morning tea. The event also marked the launch of the Carers Inclusion and Diversity group, who are looking to break down barriers faced by employees with caring responsibilities and create a truly inclusive workplace culture.

The *Care for Carers* podcast series was also launched, offering parliamentary staff and guest speakers a platform to tell their stories. This initiative is helping to ensure that carers' voices are heard, valued, and supported across the parliamentary community.



Cultures Connect – 17 June 2025

Staff were invited to come together and share something from their culture. Staff were encouraged to bring a favourite cultural dish, showcase a tradition or contribute a song to the shared playlist. A highlight of the Cultures Connection session was an authentic bagpipes performance by Human Services' Andrew Caveney, who paid tribute to his Scottish heritage. The event not only celebrated cultural traditions but also strengthened a sense of belonging and inclusion across DPS.

World Down Syndrome Day – 20 March 2025

The day was acknowledged through the screening of two award-winning short films – *The Interviewer* and *Mise en Place*. The audience then heard from actress, filmmaker and advocate Audrey O'Connor. Audrey captivated the audience with her passion for storytelling and her inspiring journey in film and advocacy. Staff proudly wore their brightest and boldest socks to start conversations and show a shared commitment to inclusion.

Annual IPAA CEO and Young Professionals Breakfast – 21 March 2025

Nine young professionals attended from across Parliament joined by Will de Vos, Executive Director, Corporate Services at the 22nd Annual IPAA CEO and Young Professionals Breakfast. This year's debate explored the career-defining question: to advance, should you move sideways or upwards? Team Sideways won the audience vote, championing the value of broadening skills and aligning career moves with personal goals.

Let's Talk Disability Training – 18 June 2025

A hands-on session led by experienced facilitators Catherine Mahony and David Belcher who identify as having a disability, drew on their lived experience to help staff build their knowledge and awareness of what it is like to have a disability. Participants learnt how to challenge assumptions and develop tools to better support the inclusion of colleagues living with a disability.



International Day for People with Disability – 4 December 2024

We celebrated the day with guest speaker, Paul Nunnari who shared his powerful story of resilience and advocacy with the parliamentary community. Paul experienced a life-changing event at age 11 that left him using a wheelchair. He went on to become a Paralympian, ultra-marathon competitor, entertainer and public servant. A truly inspiring story!

Wear It Purple Day – August 2024

Our Pride@Parliament Employee Network organised a purple gathering. The 'Wear It Purple Day' is a youth-led, rainbow volunteer organisation that strives to foster supportive, safe, empowering and inclusive environments for rainbow young people.

Loud Shirt Day – 18 October 2024

The Disability Inclusion Network organised a fundraiser for NextSense. A not-for-profit organisation who supports the breaking down of barriers for children, adults and families of people with hearing or vision loss. In the spirit of friendly competition, staff were asked to wear their loudest and most colourful shirt, and the winning team won a selection of sweet treats.

Safe, inclusive and respectful workplaces

The Parliament of NSW supports and promotes safe, inclusive, and respectful workplaces.



In July 2021, the Parliamentary Executive Group (PEG), consisting of the President, the Speaker, the Clerks of both Houses and the Department of Parliamentary Services Chief Executive, commissioned the Independent Review into Bullying, Sexual Harassment and Sexual Misconduct in NSW Parliamentary Workplaces 2022 (the Broderick Review).

In August 2022, Elizabeth Broderick and Co released the findings of an independent review of bullying, harassment and sexual misconduct within parliamentary workplaces. The report made 31 recommendations to improve workplace culture.

The parliamentary administration's response to the Broderick Review was staged over two and a half years and has been finalised within the project's original budget.

Key work delivered included:

- A new Bullying, Harassment and Sexual Harassment Policy to reinforce a zero-tolerance approach to harmful behaviour
- Strengthened reporting pathways to enhance Parliament's capacity to respond to allegations of harmful behaviour and provide immediate support to all who make a report – the 'no wrong door' approach
- Training on appropriate workplace behaviour (RISE training) was made available to everyone working for the Parliament
- The establishment of the LGBTQIA+ taskforce to develop a strategy to reduce risk and improve support for LGBTQIA+ people working at Parliament; and an
- Expanded Employee Assistance Program options.

RISE TRAINING PROGRAM

Respectful, Inclusive, Safe and Effective (RISE) was a workplace training program run by an expert diversity and inclusion consultant and delivered in two parts from November 2023 to June 2025.

RISE Part 1 was created to educate staff on how to recognise, report and prevent inappropriate, harmful behaviours. RISE Part 2 equipped leaders with the skills to handle complaints in a trauma-informed manner.

Both sessions were available in person or online for Members, Members' staff and parliamentary staff. Short-term relief was made available for Members' staff to enable them to attend the training.

RISE Part 1 Acceptable Workplace Behaviour / Diversity & Inclusion		
Cohort	Session Duration	Total Participants
Departmental Leaders	3 hours	144
Members	3 hours	40*
Members' Staff	3 hours	123
All Other Staff	3 hours	172
Total Participants for RISE Part 1		479
Total Training Hours for RISE Part 1		1,437

*This does not include equivalent training offered to Ministers by the Department of Premier and Cabinet and the Premier's Department

RISE Part 2 Trauma-Informed Complaint Handling		
Cohort	Session Duration	Total Participants
Departmental Leaders	1.5 hours	57
Members	1.5 hours	27
Members' Staff	1.5 hours	36
Total Participants for RISE Part 2		120
Total Training Hours for RISE Part 2		180

EMPLOYEE ASSISTANCE PROGRAMS

In August 2024 Parliament of NSW transitioned from TELUS Health to a new Employee Assistance Program (EAP) provider, Converge International.

Three specialty EAP providers now ensure those who work for the NSW Parliament are properly supported:

- Converge International
- ACON Pride, providing specialist LGBTQIA+ support
- Yumurrah, providing specialist Aboriginal and Torres Strait Islander support.

These services are voluntary and confidential, designed to support the parliamentary community and their families with a range of matters in both their work and personal lives.

LGBTQIA+ TASKFORCE

The LGBTQIA+ Taskforce was established in 2024 to examine the specific drivers of bullying, harassment and sexual misconduct experienced by sexuality and gender-diverse people within NSW parliamentary workplaces. Comprised of staff from the three parliamentary departments, as well as Members and their staff, the Taskforce developed the *LGBTQIA+ Safe Workplaces Strategy*, aimed at reducing risks and strengthening support for LGBTQIA+ members of the parliamentary community. The strategy is scheduled for implementation in the 2025–26 financial year.

POLICIES AND PROCEDURES

In-depth consultation with internal stakeholders and independent expert advisory bodies took place for new policies that support the provision of a safe, inclusive and respectful workplace, including the Prevention of Bullying, Harassment and Sexual Harassment Policy, and the Parliament's Alcohol Harm Minimisation Policy Statement and Guidelines.

Enhanced complaint-handling procedures and supports have been implemented and continue to be evaluated and further developed in accordance with best practice initiatives.

An expanded Workplace Relations and Support team has been working with Members, department leaders and their teams to use best practice to resolve workplace issues and develop safe and supportive working environments. The team continues to work closely with other business areas across Parliament, including visiting

electorate and MLC offices. This collaborative approach helps to identify needs in supporting Members, managers, and staff to resolve issues earlier and effectively, drive workplace and wellbeing enhancements, and build trust in complaint reporting and resolution processes.

INDEPENDENT COMPLAINTS OFFICER

The Independent Complaints Officer (ICO) was established by resolutions of both Houses in March 2022, to receive and investigate complaints about minor alleged breaches of the Members' Code of Conduct regarding the use of allowances and entitlements and minor breaches of the pecuniary interests disclosure scheme as well as receive and investigate allegations of bullying, harassment and inappropriate behaviour by Members.

Rose Webb was appointed as the ICO in August 2022. The ICO is an officer independent of the parliamentary administration and entirely separate from the Executive Government. The ICO is apolitical, and works with strict impartiality, confidentiality, and sensitivity.

ONGOING WORK – SAFE, INCLUSIVE AND RESPECTFUL WORKPLACES

The parliamentary administration concluded its formal program responding to the Broderick Review, and is now focused on embedding initiatives into day-to-day operations to maintain an ongoing commitment to a safe, inclusive and respectful workplace.

Ongoing work includes:

- An internal training program for all staff on respectful workplace behaviour and trauma-informed complaints handling for leaders
- A program for continuous policy review
- Development and implementation of the Parliament-wide inclusion and diversity strategy and a DPS inclusion and diversity action plan
- An ongoing evaluation process to monitor and report on key objectives relating to safe, inclusive and respectful workplaces at the Parliament of NSW.

Achieving sustainable outcomes requires collaboration among departments and continued commitment from the parliamentary community.

The parliamentary administration remains committed to continuous improvement through consultation and evaluation, ensuring workplace standards meet institutional and public expectations.



Our People

WAGE AND SALARY MOVEMENTS

In line with agreed salary increases in the NSW public sector, an increase of three percent from the first full pay period after 1 July 2025 was applied to salaries for staff covered by the:

- NSW Public Sector Crown Employees (Public Sector – Salaries 2021) Award
- Parliamentary Senior Officers Salary – Determination of the Presiding Officers
- Members' Staff Conditions of Employment – Determination of the Presiding Officers

The Parliamentary Reporting Staff (Salaries) Award has yet to be signed off but it is expected that it will be 3 percent from the first full pay period after 1 July 2025, with an extra 0.5 percent backdated to July 2024.

Section 3 Paragraph 35 from the Annual Determination, Report and Determination under section 240 of the Statutory and Other Offices Remuneration Act 1975 – 22 July 2025:

- In accordance with clause 6A of the SOOR Regulation, the Tribunal has determined an increase of 3.5 percent to the minimum and maximum of the remuneration ranges for PSSE Bands 1 to 4.

Similarly, the SOORT – Public Office Holders Group Annual Determination 2025 listed a 3.5 percent increase from 1 July 2025 as specified in Determination No. 1.

Remuneration level of substantive position 2023	Total staff (men, women, unspecified)			Men			Women			Unspecified gender		
	2023	2024	2025	2023	2024	2025	2023	2024	2025	2023	2024	2025
Clerk General Scale	37	23	27	35%	39%	33%	65%	61%	67%	0%	0%	0%
Clerk Grade 1/2	4	7	11	50%	43%	27%	50%	57%	73%	0%	0%	0%
Clerk Grade 3/4	34	33	32	50%	48%	44%	50%	52%	56%	0%	0%	0%
Clerk Grade 5/6	40	37	57	35%	43%	46%	65%	57%	54%	0%	0%	0%
Clerk Grade 7/8	68	61	51	43%	38%	39%	57%	62%	61%	0%	0%	0%
Clerk Grade 9/10	84	66	76	44%	58%	58%	56%	42%	42%	0%	0%	0%
Clerk Grade 11/12	51	45	47	41%	40%	45%	59%	60%	55%	0%	0%	0%
Non-SES Executive	9	4	6	33%	75%	50%	67%	25%	50%	0%	0%	0%
SES	3	7	8	67%	57%	50%	33%	43%	50%	0%	0%	0%

% Distribution	2023	2024	2025
Women	58.2	54.1	54.3
Aboriginal and Torres Strait Islander people	1.2	0.7	0.6
People whose first language spoken as a child was not English	28.2	28.3	29.8
People with disability	0.6	1.1	0.6
People with disability requiring work related adjustments	0.6	0.7	0.6

WORK HEALTH AND SAFETY

The Department is committed to the workplace health and safety (WHS) of Members, employees, and visitors. WHS is managed within Human Services by Wellbeing and Safety in consultation with all business areas to maximise the shared health and safety responsibilities in the workplace.

Policies, processes, and systems are constantly reviewed by management and staff for improved outcomes and is supported by the Work Health and Safety Committee, which meets quarterly. Justine Mackinnon, Senior Manager Human Services and staff representatives Susan Chant, Joshua Pedavoli and Sallyanne Brown represented the department during FY24/25.

Over the past year, the Parliament (including the Department) has continued to progress work to strengthen its approach to psychosocial work health and safety risks. The focus has moved from the initial implementation of recommendations from the Independent Review of Bullying, Sexual Harassment and Sexual Misconduct in NSW Parliamentary Workplaces (released in August 2022) towards embedding these initiatives into business-as-usual practices.

This transition has involved consolidating key actions into ongoing policies, procedures, and cultural initiatives to ensure lasting impact. The Parliament remains committed to maintaining a safe, respectful and inclusive workplace, and to continuously improving its systems for preventing and responding to psychosocial hazards.

Overall, there were 58 reported WHS incidents, this included:

- 24 near misses/hazards
- 34 personal injuries
 - Seven strains and overuse injuries, nine slips/trip/falls, five psychological incidents, eight hitting objects with part of the body incidents
 - There were three lost time injuries.

These figures include electorate offices and incidents reported by principal contractors and contractors working on the maintenance projects. While the principal contractors manage the sites during the ongoing construction, the Department has engaged a full-time site safety officer within the Capital Works team that oversees the safety of contractors during construction.

A collaborative response to incidents reported and lodged in the e-reporting system (SolvSafety) allowed incidents to be quickly resolved with the necessary first aid, support and/or workplace modifications. At the time of reporting, all incident-related actions for the period had been completed and closed.

In addition, the Wellbeing and Safety team responded to a range of member and staff needs, including 21 ergonomic assessments, resulting in workplace adjustments, purchase of specialised equipment or other various considerations, 37 wellbeing check-ins, 10 specialised EAP interventions and responses to 21 other general WHS queries.

	Injury & Near Miss			Incident breakdown				
	Incidents	Near miss	Hazards	Body Contact with Object	Slip trips & falls	Exposure to Mental Stress	Muscular Stress/ Strain	Other
Department of Parliamentary Services	16	11	8	1	8	0	7	6
Legislative Council	3	1	1	0	2	0	0	0
Legislative Assembly	12	2	1	2	1	2	4	3
Visitors/Non-employees	3	0	0	0	3	0	0	2
TOTAL	34	14	10	3	14	2	11	11

Note: DPS figures includes incidents reported to Capital Works Delivery (DPS) by the Principal Contractors completing Maintenance Works at Parliament House
Note: From 2/7/2025, new workers compensation claims will be managed by iCare specialised claims division. EML will retain existing open workers compensation case management until these transition to iCare (expected to occur in November 2025).

DISABILITY INCLUSION ACTION PLAN

The revised Disability Inclusion Action Plan (DIAP) 2025–2028 is in the final stages of review.

The Disability Inclusion Network, established for the 58th Parliament, meets up to 10 times annually to work on new initiatives, including:

- Live captioning for the chambers of the Legislative Council and Legislative Assembly, committee hearings, and DIAP events and meetings.
- Digitisation of historic Tabled Papers uploaded to the Parliament’s website have had Optical Character Recognition (OCR) applied (where possible) with 95% rates of searchability.
- Hearing loop enhancements/upgrades, completed in the McKell Room in June 2025, earmarked for rollout in the parliamentary precinct in 2025/2026.
- Rollout of the Hidden Disabilities Sunflower program at Parliament House in early 2025.
- Increase in raising awareness and DIAP campaigns (e.g. World Sight Day).
- Additional training provisionally planned for 2025 (Let’s Talk Disability).
- In the 2024–2025 period four major events were held to educate those working within the parliamentary precinct:
 - Loud Shirt Day (18 October 2024)
 - International Day of People with Disability (3 December 2024)
 - World Down Syndrome Day (20 March 2025)
 - Let’s Talk Disability awareness training (18 June 2025)

IMPROVING ACCESS

Additional accessibility works in the precinct and across electorate offices were undertaken, including:

- Provision of ramp access, accessible bathroom, and automated door to the Recreational Facility (Level 2)
- Provision of access for all, including new automated doors to the North Atrium.
- Installation of a new digital sign on the Macquarie Street Gatehouse and the installation of BindiMaps
- Every new electorate office has an accessible reception and accessible bathroom.

DAY IN OUR SHOES PROGRAM

As a unique program designed to give employees exposure into different parts of Parliament, the Day In Our Shoes program was reprised in 2024, having been successfully rolled out in previous years. Following an expression of interest process, applicants were interviewed and matched to potential work teams; with follow-up conversations occurring with possible placement managers and work teams. All were asked to consider ways to ensure a positive career development experience; and this included:

- the participants bringing their understanding of the placement area and what they wanted to learn
- teams developing a program for the day with the right mix of activities, job shadowing, experiential learning, and ability to grow parliamentary contacts.

In 2024–2025 we arranged nine placements, across the following teams:

- | | |
|--|----------------------------------|
| ■ Audiovisual and Broadcast Services | ■ Hansard |
| ■ Capital Works, Strategy and Delivery | ■ Human Services |
| ■ Catering Services | ■ IT Services |
| ■ Communications, Engagement and Education | ■ Office of the Chief Executive. |

This program will continue to provide employees with the opportunity to broaden their knowledge of how Parliament services work, explore alternative career paths, and form lasting connections.





PARLIAMENTARY SERVICE AWARD RECIPIENTS

The Parliamentary Service Awards are held annually to recognise the dedication, long service and loyalty of staff across the three parliamentary departments. In the past financial year, 20 long-serving Department staff members were recognised for achieving significant milestones in their careers.

35 years

Lisa Gelzinnis
Hansard

20 years

Robert Nielsen
Capital Works Strategy and Delivery

10 years

Justin Burkhart
Audio Visual and Broadcast

Malik Arunachalam
Financial Services

25 years

Suzanne Mendra
Hansard

Isidora Pareja
Parliamentary Catering

Krista Meulengracht
Digital Transformation

Jasmin Gelsana
IT Services

Ashley Toms
IT Services

Scott Couper
Property Services

Marcelo De Oliveira
Digital Transformation

Andrew Johnston
IT Services

Andrew Fitzpatrick
Parliamentary Catering

Lenny Roth
Research Services

Scott Fuller
Digital Transformation

Helen Johnston
IT Services

Anong Vichapol
Parliamentary Catering

15 years

Andrew Caveney
People and Capability

Tanja Zech
Digital Transformation

Daniel Josevski
IT Services

Evon Tseng
Digital Transformation

Tom Gotsis
Research Services

PEOPLE MATTER EMPLOYEE SURVEY 2024

In 2024, 320 people working in the Department of Parliamentary Services participated in the People Matter Employee Survey.

This was the largest number of people to have ever completed the survey for the Department, and produced a response rate of 100 per cent, a significant increase from the 84 per cent of staff who completed the survey in 2023.

In 2024, a strategic and collaborative campaign was launched to enhance staff awareness and participation in the PMES survey. Building on prior success, the communications plan aimed to increase transparency, accessibility and engagement around the survey process. Key approaches included:

- **Visibility:** Update emails from the Chief Executive, and tailored PMES messaging displayed on TV screens across workspaces.
- **Local leadership:** Branch 'champions' were enlisted to act as points of contact and promote participation within their team.
- **Accessible information sessions:** Informal lunchtime drop-ins offered staff a chance to ask questions and learn more about the why and how of the survey.
- **Executive team engagement:** All-department presentations were delivered by the Chief Executive and Executive Leadership team members, reinforcing the importance of participation, shared goals and confidentiality of survey responses.

This multi-faceted approach fostered a culture of openness and encouraged meaningful staff involvement across all departments.

PMES results for the Department remained high in 2024 and improved across many topics in the survey. The topics where scores were highest were ethics and values (overall score 87 per cent positive), flexible working (84 per cent), health and safety (80 per cent) and risk and innovation (78 per cent).

Between 2023 and 2024 there were improvements in scores for flexible working (from 77 per cent to 84 per cent), taking action on survey results (from 60 per cent to 65 per cent), role clarity and support (from 67 per cent to 71 per cent), and grievance handling (from 68 per cent to 72 per cent).

PMES survey results were available for individual branches and larger teams. This enabled discussions within teams about their results and the development of local action plans that addressed specific issues.

QUESTIONS – 2024 HIGHEST FAVOURABLE SCORES

- 96%** I understand what ethical behaviour means within my workplace
- 96%** I support my organisation's values
- 96%** I am aware of my obligations under the Code of Ethics and Conduct in my organisation
- 93%** I am able to adapt when changes occur
- 91%** I would know how to report unethical behaviour if I became aware of it

QUESTIONS – 2024 MOST IMPROVED FROM 2023

- 69%** 10%↑ I have the time to do my job well
- 60%** 10%↑ I am satisfied with the opportunities available for professional development in my organisation
- 49%** 10%↑ Change is managed well in my organisation
- 71%** 9%↑ The amount of stress in my job is manageable
- 53%** 9%↑ I feel burned out by my work (disagree)

TOPIC AREAS – 2024 HIGHEST FAVOURABLE SCORES

- 87%** Ethics and Values
- 84%** Flexible Working
- 80%** Health and Safety
- 78%** Risk and Innovation
- 75%** Job Purpose and enrichment





Parliament's Strategic Priorities

2023–2027

- 1 ENCOURAGING PARTICIPATION IN THE PEOPLES' PARLIAMENT
- 2 ENABLING MEMBERS TO FULFIL THEIR PARLIAMENTARY RESPONSIBILITIES
- 3 ENHANCING WORKFORCE CAPABILITY: PEOPLE, VALUES, AND CULTURE
- 4 UPHOLDING THE INDEPENDENCE OF A STRONG AND EFFECTIVE PARLIAMENT
- 5 MODERNISING OF THE PARLIAMENT

PARLIAMENT PRIORITY 1:

ENCOURAGING PARTICIPATION IN THE PEOPLES' PARLIAMENT

The Parliament of NSW is a welcoming space for community involvement, a thriving home for democracy, a place to showcase our culture and celebrate our state.

DPS OBJECTIVES

1. All people feel welcome and can participate in person and online
2. Our stakeholders have increased trust and confidence in the Parliament of NSW
3. Our environments are safe, compliant, and accessible for all.

Cultural Activation – the Acknowledgement of Country sculpture *Slice of Country* is a key milestone, reflecting the Parliament of NSW's ongoing commitment to reconciliation, respect, and self-determination. Artist, Dharawal and Yuin woman, Alison Page, heritage consultant, Dharawal and Gumbaynggirr woman, Rowena Welsh-Jarret and ceramist Simon Reece designed the sculpture and engraved Acknowledgement of Country plaque.



King Charles III visiting the Parliament

Royal Visit – as part of the Legislative Council's Bicentenary program, Parliament hosted a visit by His Majesty King Charles III. Several teams provided extensive support in preparing for the occasion and deliver a highly successful event in close collaboration with colleagues across Parliament. Together they managed audiovisual operations, coordinated facilities and collections requirements to ensure all aspects of the visit were handled with care and professionalism.

Bicentenary Program – Teams supported the Legislative Council celebrations with initiatives that highlighted history, culture, and community engagement. The Aboriginal Engagement team liaised with artist Kim Healey during her art commission: *Healing*, and the launch of the Young Aboriginal Leaders Program, offering participants aged 18 to 25 a residential, culturally grounded experience in leadership, networking, and community impact.

4340 people completed training including Members and staff across **23** unique courses

20,104 participants at civics education events run by the Education and Engagement team including **213** sessions of school programs which engaged **13,659** students and teachers

8 new Electorate Offices opened plus **10** modernised to meet compliance requirements

146 jobs advertised

1400 functions were hosted at NSW Parliament House

213 requests for customised research

8 new artworks acquired

Open House – During Open House thousands of new visitors attended the Parliament of NSW which included a tour of the restored heritage spaces, an exhibition: *Stories from the Archives* and craft activities for children.

Educational Outreach – the team increased primary student participation in the online school outreach programs by 23% with audiovisual technology, reaching 10,594 students across 78 electorates.

Conference Contribution – several teams supported the 2024 Commonwealth Parliamentary Association Conference. They managed revenue collection, delivered Purchase Order training, expedited expense payments, provided audiovisual services, and transcribed sessions from the conference. The event hosted more than 700 delegates from parliaments across the Commonwealth.

Professional Network – the Property and Electorate Office Services teams participated in the Parliamentary Professional Services Network sub-networks across six states, territories and New Zealand to share ideas and support.

Advisory Group – the Education and Engagement team launched the Education Advisory Group in January 2025, bringing together education professionals from across NSW to provide advice on online resources, school programs, incursions and curriculum approaches. Two primary teachers trialed the updated *Visit Us at Our House* program and provided feedback.

Continuity Planning – the Governance and Risk team strengthened Parliament's resilience through robust risk and continuity planning, including a Physical Security Mock Exercise with DPS Security to test incident response capabilities.



Education delivering the Regional Legal Studies program with a Member panel at the University of Newcastle

Regional Program – The Education and Engagement team delivered the *On the Road* Legal Studies and Legislature programs with three regional universities, engaging 259 students from 15 secondary schools. Nine regional MPs, including the President, participated on panels, and the program was promoted via social media to reinforce Parliament's role as an open and accessible institution.

Publication Services – Hansard continued to publish timely, impartial and accurate records of parliamentary proceedings and committee hearings online.

SME Procurement – the Governance Planning and Performance team promoted the Small and Medium Enterprise and Regional Procurement Policy, enhancing Parliament's contribution to economic, ethical, environmental and social outcomes. Over 50% of Parliament's top 50 suppliers by spend are SMEs.

Family Fun Day – Hansard hosted a booth at Family Fun Day, giving children the opportunity to try respeaking transcription technology. It was Hansard's 145th anniversary on 28 October 2024.

Signage Project – the Capital Works team, in collaboration with the Communications team, completed Stage 1 of the Wayfinding and Signage Project, upgrading precinct signage and installing the Bindi Maps App and a digital sign at the Macquarie Street Gatehouse.

Conference Participation – Senior Education Officers attended the Australasian Parliamentary Education Conference in South Australia to share ideas and strategies with counterparts from Australian legislatures, New Zealand and Pacific Island nations.

Public Engagement – the Research Service promoted new research papers and data briefs on Parliament's social media channels to engage the public.

Captioning and Auslan – the Audiovisual and Broadcast Services team provided live captioning and Auslan translation for chamber and committee broadcasts.

Website Upgrade – the Education and Engagement team upgraded the Education website with new teacher resources, student activities, interactive timelines, improved accessibility and new pages for Stage 5 History and Stage 6 Aboriginal Studies.

Future Planning – the Digital Transformation team is consulting parliamentary leaders to ensure new digital tools and websites meet Members' needs and support their responsibilities.

Cultural Collaboration – the Property team worked with OBD cultural facilities professionals to enhance shared practices.



Young Aboriginal Leaders cohort standing on the front steps of NSW Parliament House with the President



The 1800 Settlers Muster Book was digitised

Muster Book – the Parliamentary Library launched Parlimento and the digitised 1800 Settlers Muster Book, with keynote speakers and media coverage from Channel 9 and the Sydney Morning Herald.

Community Requests – the Parliamentary Library and Records staff responded to numerous enquiries from Members and the NSW community.

APO Collaboration – the Research Service added published papers to the Analysis and Policy Observatory website to foster collaboration with researchers, analysts and academics.

Legal Studies – the Education and Engagement team saw a 34% increase in senior secondary student participation in the Legal Studies workshop, with 1072 students attending in 2024–25.

Native Food – the Catering team collaborated with Communications, Engagement and Education, Aboriginal Liaison Officers and VIVID to host Dwayne Bannon Harrison, a proud Yuin man from the Shoalhaven region of NSW. Together they created a three-course Indigenous-themed dinner with matching wines, including selections from Indigenous-owned winemakers, curating a cultural and culinary journey celebrating Indigenous food history.

Website Testing – the Digital Transformation team commissioned usability testing of the Education and Catering websites, identifying improvements to navigation and information findability to inform modernisation plans.

New Audiences – the Aboriginal engagement team has attracted new audiences through a program of facilitated talks, artwork and native food events.

Video Content – the Research Service published videos of expert talks and online briefings on the Parliament website for public access.

Assisted Hearing – the Audiovisual and Broadcast Services team installed and operated Auracast assisted hearing technology in the McKell Room.

Capturing History – The 2022–2024 restoration of NSW Parliament House modernised and repaired the historic building, with heritage experts, artisans, and architects ensuring its legacy. The Media and Communications team captured the project in NSW Parliament House: *A Living History*, a video blending archival footage, animation, and new material to showcase its historical and contemporary significance.

Wine Collaboration – the Catering team partnered with Communications, Engagement and Education and VIVID for the inaugural Tyrrells wine and food experience, *A Journey Through History*, celebrating the shared heritage of the Parliament of NSW and Tyrrells vineyard.

Public Streaming – the Audiovisual and Broadcast Services team delivered high-quality streaming of parliamentary proceedings and special events.



Native Food Experience



PARLIAMENT PRIORITY 2:

ENABLING MEMBERS TO FULFIL THEIR PARLIAMENTARY RESPONSIBILITIES

Ensuring that Members of the Parliament of NSW are equipped to undertake their democratic duties in the chambers, committees, and in the community.

DPS OBJECTIVES

1. Members have the advice, services, and resources they need to undertake their parliamentary duties
2. Our environments are safe, compliant, and accessible for all
3. Our technology, systems and processes are evolving, user-centric, and secure

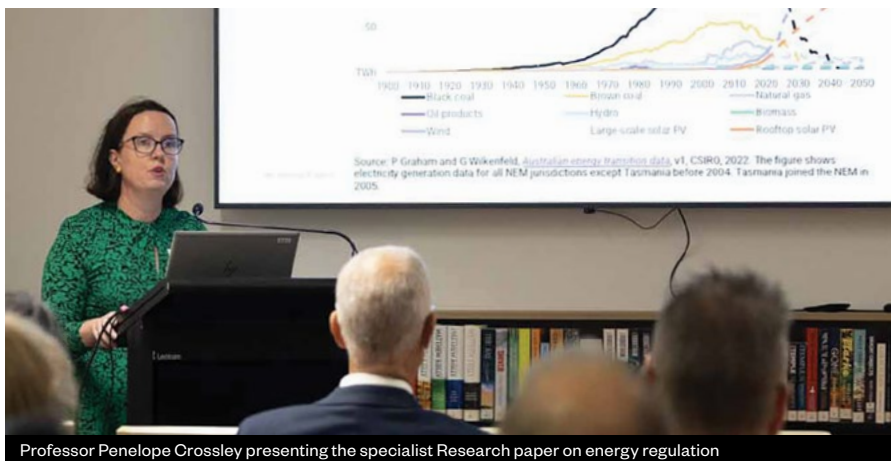
Member Communications – the Education and Engagement team, through the Member and Electorate Liaison Officer, provided Members and electorate offices with up-to-date information on education programs, website resources and community engagement events. Linkly data showed “Visit Us at Our House” received the highest clicks with a 15% increase on last year, followed by the Festival of Democracy with a 6% increase.

76,093
visitors to the
Parliamentary Catering
website with the high tea
menu the most visited
page with **18,917** views

17% decrease in electricity consumption from the 10-year average

683 books added to the library collection

13 research papers and data briefs published



Committee Support – the Research Service engaged subject matter experts to support committees, including the Legislative Council Standing Committee on Social Issues for its inquiry into the impacts of harmful pornography.

Regional Support – Hansard staff travelled with committees to regional hearings to record proceedings, confirm witness details and produce running logs, enabling swift and accurate transcription by the team at Parliament House.

Parliament on Demand – The Audiovisual and Broadcast Services team provided *Parliament on Demand*, enabling Members to access recordings of sittings and committees. In 2024–25, Members and staff created 10,387 clips.

Published Papers – the Research Service published papers on illicit drug policy, tobacco licensing schemes, PFAS regulation and sexually explicit deepfakes.

Electorate Office Inductions – the Electorate Office Services team delivered inductions for Electorate Office staff at each DPS Learning and Development event.

Videoconferencing Services – the Audiovisual and Broadcast Services team delivered videoconferencing for committees, allowing Members and witnesses to appear remotely.

Electorate Office Modernisation – the Capital Works team modernised 18 electorate offices to address ageing infrastructure and ensure compliance with the National Construction Code and the Electorate Office Accommodation Guide. This included the delivery of eight new offices in Tamworth, Wyong, Upper Hunter, Gosford, Maroubra and Strathfield. Video-conferencing facilities were installed at seven existing offices and minor upgrades at three others.

Functions Support – the Catering team prioritised Member-hosted events and reserved rooms for committee hearings.

Program Participation – the Education and Engagement team invited Members to participate in onsite education programs when schools from their electorates visited and to join community engagement panels. Sitting day programs achieved high engagement with 95 different Member appearances this year.

Polling Results – the Library team launched Electorate Polling Booth results, using 2023 and by-election data to show booth-by-booth breakdowns. Results are available in table form or as interactive maps on the Library website.

Workstation Upgrades – The EO Services team installed sit/stand desks in multiple electorate offices on request.



Balmain electorate office modernisation to improve accessibility

Audio Recording – the Audiovisual and Broadcast Services team provided audio recording systems to support Hansard's remote transcription of debates.

Website Modernisation – the Digital Transformation team worked with parliamentary leaders to ensure future websites meet Members' needs for clear information and effective communication.

Resource Expansion – the Members' Entitlements team added new training materials to the intranet page to help Members and staff understand correct processes for claiming entitlements and resources.

Program Enhancements – the Digital Transformation team advanced the Enterprise Resource Planning Program to improve self-service features, streamlining leave and timesheet approvals for Members.

Cultural Connection – the Aboriginal Engagement team advises Members of Parliament on matters of cultural importance and connects them, when appropriate, with organisations and communities across NSW.

University Engagement – the Education and Engagement team coordinated nine regional Members to appear on panels for the pilot of the *On the Road*, Legal Studies and the Legislature programs at universities in Wollongong, Armidale and Newcastle. Students rated the panel with their local Members as their favourite workshop component.

Systems Audit – the Property team worked with the Cyber Security team to audit six building controls system head end computers, update one system head end and upgrade refrigeration controls and sensors.

Local Suppliers – the Catering team supported local farmers and communities by curating a NSW-only wine list and offering regionally inspired gifts in the gift shop to showcase and promote produce from Members' electorates.

House Support – the Digital Transformation team progressed the Parliament Information Management System (PIMS) Evolution Project to deliver modern tools for the Legislative Assembly and Legislative Council, enabling House staff to manage parliamentary business and support Members more effectively.

Service Feedback – the Catering team conducted a service survey to inform menu and service improvements, with valuable feedback received from 222 staff and 38 Members.

Client Satisfaction – the Governance Planning and Performance team designed and delivered the first Parliament of NSW Client Satisfaction Survey, receiving 475 responses including feedback from Members, to identify improvements to DPS services.

Members' Specials – the Catering team provided Members' Specials each sitting Tuesday and value meals in Café Quorum based on Member and staff preferences.

Lift Replacement – the Capital Works team neared completion of the 3-year lift replacement program, improving reliability and halving travel times for Members.

Nutritious Options – the Catering team enhanced menu variety by offering healthy, fast-serve options, including buffet nights each sitting Wednesday, and stocking café fridges with nutritious choices such as salads, sandwiches, and vegetable packs.



Parliament Unpacked: Reporting Parliament

PO Training – the Finance team delivered ongoing Purchase Order training to 240 staff, reinforcing this essential element of contracting and payment processes.

Business Continuity – the Governance Planning and Performance team delivered an enterprise-wide Business Continuity Program of Works to strengthen Parliament's preparedness for operational disruptions and ensure continuity of services.

Electorate Data – the Research Service published electorate-level data on unemployment, socio-economic disadvantage and public/private schools.

Training Series – the Members' Entitlements team launched an entitlements training series and dedicated intranet page, with targeted sessions to keep Members and staff up to date with guidelines and compliance requirements. By 30 June 2025, 250 Members and staff had participated.

Office Modifications – the Capital Works team modified several Level 11 Members' offices during Parliamentary recesses to minimise disruption.

Process Improvement – the Finance team completed 24 projects in 2024–25 to improve systems and processes, including a new SAP asset upload template, updated release strategies and codes to align with organisational changes, and achieving 100% compliance with the Procurement Framework for purchase orders after a 10-month collaboration.

Research Requests – the Research Service responded to 213 customised research requests, meeting deadlines 96% of the time for the 59% of requests that had them.

Strengthened Workforce – the People and Capability team have bolstered Parliament's workforce capability and culture to better enable Members and their staff to fulfil their parliamentary responsibilities. The team delivered over 100 recruitment campaigns across Parliament, including 30 for Members' offices, and facilitated development sessions focused on leadership, wellbeing, and respectful workplaces.

PARLIAMENT PRIORITY 3:

ENHANCING WORKFORCE CAPABILITY: PEOPLE, VALUES AND CULTURE

Strengthening internal capabilities for a safe, inclusive, and respectful workplace.

DPS OBJECTIVES

1. All people feel welcome and can participate in person and online
2. Our people are capable and empowered with a culture of accountability and professionalism, and feel included, respected and valued
3. Our technology, systems and processes are evolving, user-centric, and secure
4. Our stakeholders benefit from change that is effectively designed, delivered and communicated



Audiovisual and Broadcast team supporting online inclusion

Risk Workshops – the Governance Planning and Performance team introduced Risk Health Check workshops and advisory sessions to improve risk articulation and risk culture.

Aboriginal Procurement – The Procurement and Aboriginal Engagement teams talked about awareness issues in relation to Aboriginal procurement and warned against 'black cladding' techniques.

Safety Culture – the Capital Works Strategy and Delivery team promoted safety through SafeWork NSW updates and on-site safety assurance activities.

Respectful Workplaces – the Human Service team were focused on strengthening internal capabilities for a respectful and inclusive environment.

Library Lovers – the Library hosted an event featuring "blind dates with books" and treats, resulting in tripled loans and new borrowers.

Mandatory Training – the Property team coordinated with Human Services to deliver face-to-face mandatory training for staff unable to complete courses online.

Learning Opportunities – the Research Service held face-to-face and online learning briefings for staff.

Staff Development – All Research Service staff engaged in professional training to boost expertise.

Partnership Opportunities – the Catering team acted on PMES results to enhance career development and broaden external partnerships through the Martin Place District participation.

Professional Development – the Members' Entitlements team prioritised development and succession through higher duties, rotations and leadership programs.

Trauma Training – to support staff involved in sensitive or challenging committee hearings, 20 Hansard staff and 15 Audiovisual and Broadcast Services staff participated in Blue Knot Foundation training. The sessions focused on recognising vicarious trauma and managing wellbeing in high-stress environments.

58,840 coffees were sold, with
1999kg of coffee beans ordered

440 repairs and maintenance
requests at Electorate Offices
handled

889,634 webpage visits to the
Hansard section



Library Lovers Day

73,156
documents created in
Content Manager,
Parliament's record-
keeping system

1221 parliamentary and other live events supported

14 public e-newsletters promoting events and resources were issued, with a **12%** increase in subscribers year-on-year, along with four internal newsletters to Members and staff

20,712 IT Service requests

45,000 followers across Instagram, Facebook, LinkedIn and X pages for the Parliament of NSW

20,126 expense claims were received by Members' Entitlements from Members

1831 maintenance requests resolved

6 formal induction days held for new Members and their staff, in addition to **32** general and targeted training sessions offered



Aspect Training – this was organised with front line staff across the three departments. In consultation with Aspect staff, the Education and Engagement team developed visual documents for teachers to assist in excursion preparation for their students and online resources to support staff learning. Chamber Support teams have also introduced signage into their school tours in recognition of neuro divergent students.

Leadership Development – Six Hansard staff joined the Great Managers Academy and Springboard courses to strengthen leadership capabilities.

Team Development – the Capital Works Strategy and Delivery team invests in professional growth across construction, heritage, finance and stakeholder management.

Inclusion Plan – the Capital Works Strategy and Delivery team implemented updates to improve accessibility and inclusion.

Knowledge Sharing – the Digital Transformation team leveraged cross-team expertise to build a more capable workforce through applied learning.

Ambassador Network – the Digital Transformation team created a Change Ambassador Network to boost communication and support during change initiatives.

Pacific Collaboration – The Floating Budget Office (FBO) initiative, funded by the United Nations Development Programme, provided an excellent knowledge-sharing opportunity for DPS colleagues Tamara Leizer and Jacqueline Nelson to attend the Parliament of the Republic of Fiji and learn from counterparts across the Pacific. They contributed to budget analysis, strengthened regional relationships, and gained valuable insights into the adaptable and dynamic operations of the Parliament. The visit also identified opportunities to enhance collaboration and support future FBO missions through improved documentation and pre-training initiatives.

Communication Training – the Library team participated in “Communication for Healthy Teams” to strengthen collaboration.

Cultural Training – the Aboriginal Engagement team facilitated a series of cultural sessions for internal Parliamentary staff, covering topics such as Aboriginal art, Aboriginal Procurement and the development of a personalised Acknowledgment of Country.

Survey Analysis – the Research Service analysed PMES survey data, delivered presentations, and helped teams understand their results.

Public Collection – the Collections and Heritage team offered public tours to raise awareness of parliamentary collections.

Management Training – the Catering team introduced modules to help their staff manage difficult interactions..



Staff from the Parliament of the Republic of Fiji and participants from Tonga, Vanuatu, Solomon Islands, Kiribati, NZ, Victoria and NSW Parliaments

PARLIAMENT PRIORITY 4: UPHOLDING THE INDEPENDENCE OF A STRONG AND EFFECTIVE PARLIAMENT

Ensuring that the Parliament of NSW has the resources, independence, and institutional rigour to perform its democratic role effectively.

DPS OBJECTIVES

1. Our stakeholders have increased trust and confidence in the Parliament of NSW
2. Our customers and audiences experience service excellence
3. The Parliament improves its financial sustainability

Democratic Integrity – Human Services are ensuring that the Parliament of NSW has the resources, independence, and institutional rigour to perform its democratic role effectively.

Business Planning – the Governance Planning and Performance team implemented a comprehensive business planning process now undertaken by all business units to guide future planning.

Funding Secured – secured \$14.678 million in funding from NSW Treasury for 2025–26, representing a 3% increase on the previous year.

Impartial Record – Hansard continues to ensure Parliament remains accessible and accountable by operating independently of the Houses and Government to provide a reliable and impartial record of proceedings.

Audit Governance – the Governance Planning and Performance team strengthened internal oversight by working closely with the Audit and Risk Committee and aligning practices with the new Global Internal Audit Standards. This ensures Parliament's independent review function remains strong and ready for the future.

Risk Management – developed a Risk Management Uplift program to improve risk practices and assurance across Parliament.

Fraud Control – the Governance Planning and Performance team developed the Fraud and Corruption Control Program of Works to strengthen Parliament's framework through targeted, best-practice initiatives that enhance prevention, detection, and response measures, and promote integrity and transparency across operations.

Zero-Based Budgeting – as part of the internal budget process the Finance team adopted a zero-based approach for the 2025–26 financial year to support accountable and financially responsible budgeting.

Alcohol Compliance – the Catering team ensured full compliance with the Liquor Act 2007 through consultation with the Office of Liquor and Gaming NSW.

Review Board – all Digital Transformation programs are reviewed by the Parliament Architecture Review Board and Change Approval Board to ensure that Parliament's digital systems are reliable, compliant, and protected from risk.

Community Support – the Aboriginal Engagement team has continued to support the work of committees by attending seven inquiries across NSW, where they have assisted Aboriginal organisations and communities to engage through submission or by providing evidence at inquiries.

Digital Governance – the Digital Transformation team ensures all programs follow the Project Management Framework and have established Steering Committees for oversight and strategic guidance, supporting transparency in procurement and contract negotiations while maintaining Parliament's operational independence.

Equitable Access – the Capital Works Strategy and Delivery team remains committed to upgrading the built environment to support equitable access through a prioritised and inclusive approach.

Two family open days drew in **1489** visitors at October's Family Fun Day and **1540** at the Festival of Democracy in April, the latter produced in partnership with the State Library of NSW and Museums of History NSW.

1078 social posts created

2058 hours transcribed by Hansard, consisting of 906 sitting hours and 1152 hours in committees, amounting to **20,293** pages of transcript





Festival of Democracy

Alcohol Training – the Catering team completed updated Responsible Service of Alcohol training in line with regulatory requirements.

Collection Valuation – the Library team completed a valuation of the historic collection and parliamentary archives to meet five-year compliance requirements.

Project Governance – ensures strong governance in capital projects through best-practice procurement, quality contract documentation, and NSW Government tendering compliance.

Accuracy Standards – Hansard maintains strict guidelines on permissible changes to ensure the accuracy and impartiality of the official record.

Specialist Papers – the Research Service commissioned expert-authored papers on key issues such as housing supply economics and energy regulation in transition.

Accreditation Achieved – Parliamentary Catering achieved full HACCP accreditation, ensuring the highest standards of food safety and external assurance.

Audit Collaboration – the Property team collaborated on audits including Collection Assets and the 2025 Building Valuation to ensure accurate, transparent reporting and compliance.

Five-Star Rating – the Catering team maintained a five-star food safety rating from Sydney City Council, supporting public confidence and compliance.

Investment Plan – the Capital Works Strategy and Delivery team introduced a multi-year Projects Investment Plan to guide capital works planning and long-term investment.

Service Benchmarking – the Catering team implemented commissioned independent reviews and gathered client feedback to benchmark catering services against external venues.

Tabletop Planning – the Governance Planning and Performance team conducted a Physical Security Mock Exercise with the DPS Security team to test emergency readiness and response.

Expert Engagement – the Research Service secured ongoing funding to engage external experts for impartial analysis of specialist and complex topics.

Officer Briefings – the Governance Planning and Performance team ran briefings and supported Business Continuity Officers to develop updated Business Continuity Plan documentation.

Data Analysis – the Research Service worked with the Legislative Council to engage an expert for questionnaire data analysis on the Social Issues Committee Inquiry into harmful pornography.

8.3% decrease in water consumption from the 10-year average

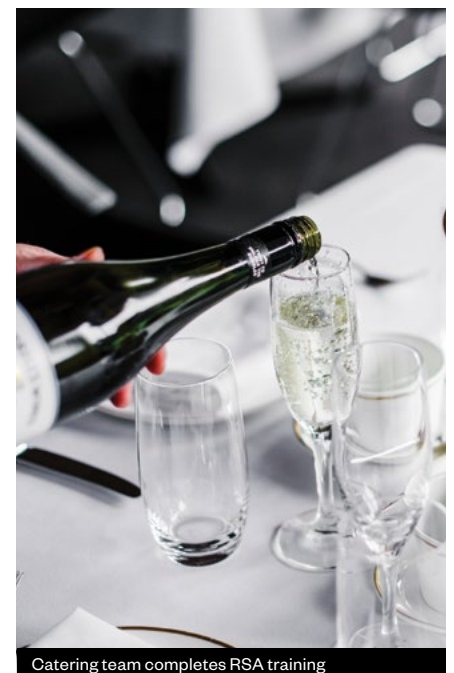
2672 high tea bookings were made, with **6795** scones devoured

1606 audiovisual broadcast requests

45 media releases issued for events, open days, exhibitions and key programs

Interaction Training – the Catering team completed training with the National Retailers Association Legal team on managing difficult customer interactions, aligned with Broderick review recommendations.

Financial Reporting – the Capital Works Strategy and Delivery team continues to improve reporting processes to manage high volumes of purchase orders and payments, increasing transparency and productivity.



Catering team completes RSA training

PARLIAMENT PRIORITY 5: MODERNISING OF THE PARLIAMENT

Ensuring the Parliament of NSW has fit for purpose facilities and technology to support the championing of democracy.

DPS OBJECTIVES

1. All people feel welcome and can participate in person and online
2. Our people are capable and empowered with a culture of accountability and professionalism, and feel included, respected and valued
3. Our environments are safe, compliant, and accessible for all
4. Our technology, systems and processes are evolving, user-centric, and secure
5. Our environmental impact is reduced

Work Streams – Digital Transformation progressed four major streams: replacing the 25-year-old finance and HR system, modernising the PIMS system for the Houses and Hansard, planning the modernisation of Parliament's websites, and further refining the Digital Roadmap.

17,786
calls to and from the
IT Service Desk

55,850 newspaper articles added to the collection

10,387 video clips created on *Parliament on Demand*

173,000 views on Parlimento, Parliament's images and archives

ERP Procurement – In collaboration with the Digital Transformation team, Governance procured a contemporary Enterprise Resource Planning (ERP) solution, expected to transform operations for both the People and Finance team.

Records Upgrade – the Records team upgraded the records management system from CM9 to CM24.1.

Public Café – the Catering and Capital Works teams refurbished and renamed the Public Café to The Long Bell Café, increasing foot traffic and ensuring compliance with food safety workplace standards.

Digital Roadmap – Parliament's Digital Roadmap was refined and extended to cover 2025–2035 by the Digital Transformation team. It will inform and educate decision-makers, supporting robust, long-term digital investment and planning.

Technology Upgrade – the Audiovisual and Broadcast team began upgrading event and committee spaces with Auracast assisted listening technology, replacing outdated systems and improving accessibility for the hard of hearing community.

Budgeting Tool – as part of the internal budget process, improvements were made by the Finance team to the budgeting tool for employee costs. This enables Parliament to gain deeper insights into the composition of the workforce, including both temporary and permanent employees.

Governance Hub – the Governance team developed a Governance and Risk SharePoint Hub to digitise access to key frameworks, tools and reporting.

Electorate Characteristics – the Research Service continued expanding the use of online data visualisations to inform members of parliament and the public about electorate characteristics.

AC upgrades – the Property team upgraded AC systems in the Speaker's Wing Level 9 and the President's Suite.

Lift replacement – the Capital Works branch continued the three-year program to replace ageing lifts, improving reliability and halving travel times for members.

Collection relocation – the Collections team relocated books from the Jubilee Room's second level to the environmentally controlled Library Stack to preserve historic materials not available digitally.

Catering dashboard – the Catering team updated their monthly reporting framework to include financial performance metrics per outlet and customer satisfaction data.

Lease improvements – the Electorate Office Services created a new standard lease form to improve negotiations, reduce legal costs, shorten timelines, and better protect Parliament's position.

Innovative procurement – the Governance team supported modern procurement methods across Parliament, including the public website modernisation project.

Service delivery – the Catering team maintained a flexible workplace approach, with monthly revenue tracking and daily customer service feedback.

Server cooling – the Property team installed AC redundancy in the Level 6 Server Room.



Parlimento collection image of Macquarie Street 1931



Capital Works team managed the refurbishment which revealed heritage features including the original timber wall

AI group – the Strategic Planning and Cyber Security teams initiated an Artificial Intelligence Interest Group to increase transparency on AI usage, share knowledge, and guide best practices aligned with cybersecurity advice.

Data insights – the Research Service released new data on socio-economic disadvantage and public/private schools, alongside ongoing unemployment data briefs.

Video conferencing – Installed video conferencing facilities in selected regional and metropolitan electorate offices as part of a pilot program was led by the Capital Works team.

Network Protection – The Cyber Security team streamlined Parliament's cybersecurity tools, consolidating platforms and renegotiating licenses to improve efficiency, reduce complexity, and lower costs.

Customer Survey – the Research Service partnered with the Governance, Planning and Performance team to develop, implement and analyse the first DPS Customer Satisfaction Survey.

Office Refurbishment – the Property team commenced refurbishment of Level 1 Building Service Office and Control Office.

Energy monitoring – the Property team enhanced the energy monitoring and recording system.

Bespoke software – Hansard provided staff with new laptops featuring increased processing power for improved performance with bespoke Hansard software.

North Atrium – delivered by the Capital Works team this financial year was new accessible pathways, automated doors and undercover media space.

Recreation upgrade – the Capital Works team refurbished Level 2 facilities to address end-of-life bathrooms and ensure DDA compliance, including a new ramp, accessible bathroom, and automated entry/exit doors.

System Modernisation – the Digital Transformation team is exploring options to modernise Parliament's information systems to improve openness, accessibility and community engagement, drawing on staff input and insights from other parliaments.

Technology Innovation – the Enterprise Architecture team launched Parliament's first technology advisory service, helping users explore emerging technologies, streamline investment, and stay connected as new digital opportunities arise.

Captions pilot – the Hansard team led a pilot of automated speech recognition captions for committee broadcasts, improving caption speed and quality.

Digital signage – The Capital Works team installed a digital sign at the Macquarie Street Gatehouse to enhance public information.

Social reach – the Media and Communications team expanded digital engagement through social media, delivering targeted projects to Members of Parliament, businesses, councils, community organisations, and government agencies, with a particular focus on strengthening connections in regional NSW.

FINALIST Australia's Wine list of the year awards

'Two glass' award – Australia's Best Listing of NSW Wines. The restaurant at NSW Parliament House Sydney boasts a wine list of solely, and appropriately, NSW wines. The list is indeed complete, as it showcases the diverse range of climates within the NSW grape growing regions and the resulting diverse range of wine styles.



Server Cooling – the Property team replaced the current computer room air conditioner (CRAC) which had reached end of life with a new dual system CRAC which will run on the inhouse chilled water system or the stand-alone refrigerant gas.

Technology Upgrade – the Information Technology team upgraded Parliament's internet gateway, delivering 10x faster speeds, improved reliability through multiple providers, and significant cost savings.

Community Impact

In 2024/2025, the Department delivered a range of initiatives that had a positive impact on the NSW community, including:



CELEBRATING CULTURE

The Acknowledgement of Country sculpture *Slice of Country* was unveiled on 21 August 2024 in the native garden at the front of Parliament House by Her Excellency the Honourable Margaret Beazley AC KC Governor of NSW. Developed by artist, Dharawal and Yuin woman, Alison Page, heritage consultant, Dharawal and Gumbaynggirr woman, Rowena Welsh-Jarret and ceramist Simon Reece. The sculpture consists of earth, stone, shells, ash and ochre, and serves as a daily reminder of Aboriginal traditions and cultures.



LOCAL PARTNERING

The Education and Engagement team partnered with neighbouring institutions the Museums of History NSW and the State Library of NSW to deliver the Macquarie Street Adventure school holiday program, giving families the opportunity to explore not just one, but three cultural sites. The Media and Communications team collaborated with Martin Place District to locally promote Parliament's events and activities through MP District – Your Ultimate Culture Concierge. Meanwhile, the Catering team and the Aboriginal Engagement team worked with Vivid Sydney to offer exclusive and one-of-a-kind catering experiences.



CLOSING THE DIGITAL GAP

The Information Technology team partnered with WorkVentures to repurpose securely wiped laptops, donating them to charities such as The Smith Family and Anglicare. This initiative extends the life of technology while helping bridge the digital divide, giving individuals and communities better access to information and opportunity.

REGIONAL ENGAGEMENT

The Education and Engagement team took *Legal Studies and the Legislature* regionally. Partnering with the Universities of Wollongong, New England and Newcastle our educators engaged 259 Year 11 students from 15 regional schools. Nine regional members and the Hon. Ben Franklin, President of the Legislative Council participated in the panel discussions.

HEARING UPGRADES

The Audiovisual and Broadcasting team upgraded the McKell Room facilities, including a state-of-the-art hearing accessibility system. They also replaced the broadcast feed to the press gallery to improve reliability and support transparent parliamentary reporting.

INFORMATION SHARING

Hansard's Editor of Debates presented at the Australia and New Zealand Association of Clerks-at-the-Table 2025 conference in Wellington in January. They spoke of how the team has incorporated artificial intelligence and automated speech recognition to their work. The team also provides ongoing support to Pacific Hansard offices on recruitment, technology, and editorial practices.

OPEN DAYS

April's *Festival of Democracy* was the biggest open day yet, attracting more than 1500 families from across Sydney's northern, eastern, western and southern suburbs. Designed to inform and engage, 82% of attendees reporting that they learnt something new about democracy.

Organised by the Education and Engagement team and promoted through online channels and community outreach by the Media and Communications team, the day continues to grow in reach and impact. This year, we strengthened collaboration with neighbouring institutions and introduced new accessibility initiatives, including pram parking and a quiet chill-out space for neurodivergent attendees, to ensure the event was welcoming and inclusive for all.



EDUCATION ADVISORY GROUP

The Education Advisory Group, formed in December 2024, brings together nine experts from across the education sector. Since their first meeting in January, the group has provided valuable feedback on Parliament's education programs, helping shape future resources, events, and outreach.



HIDDEN DISABILITIES SUNFLOWER INITIATIVE

Since August 2024, NSW Parliament staff have been trained to support visitors wearing the Hidden Disabilities Sunflower, a symbol indicating non-visible disabilities. Following a successful pilot, all staff are now encouraged to complete the training via the online learning system. This initiative reflects our commitment to accessibility by fostering understanding and support for people with hidden disabilities.

INCREASING TRANSPARENCY

The Research Service provides impartial research, data and analysis for Members of Parliament. This information is also published on Parliament's website to ensure all citizens have access to the same high-quality insights.

FOOD DONATIONS

The Catering team partnered with St Stephen's Uniting Church to provide healthy meals to people in need, continuing their food donation program that also supports reducing environmental impact.



OPEN HOUSE

The Capital Works team curated the display showcasing the restoration of heritage spaces at the Open House event in August 2024, to celebrate the bicentenary of the Legislative Council and highlight the critical maintenance and restoration works across the precinct. Guided tours allowed the team to talk to the restorations which included the Rum Hospital facade to its original Georgian-inspired colour scheme, the repairing of stonework, masonry, metalwork and conservation to the chambers.



Sustainability

NSW Parliament House's environmental sustainability strategy reflects on its commitment to environmental responsibility by actively encouraging sustainable practices and reducing the environmental impact of parliamentary operations across all workplaces.

Parliament has committed to achieving carbon neutrality by 2050, with incremental milestones along the way. It is dedicated to becoming a zero-waste institution through reducing, reusing, and recycling resources. Sustainable procurement and transportation are other areas of priority, along with fostering a culture of sustainability and ensuring the parliamentary community is environmentally aware.

The Department continues to find new ways to make an impact and align itself with NSW Parliament House's overarching strategy.

This has included:

- The Collections and Property team overseeing the management of 11 waste streams including paper, cardboard, landfill and organics and exploring new recycling options for stationery and office items in response to stakeholder requests.
- In November 2024, the Property branch partnered with ARUP Australia to benchmark carbon emissions and identify future reduction pathways.
- Catering operations have shifted to sustainable packaging for takeaway boxes, coffee cups, cutlery and straws, with minimal reliance on single-use plastics. A total of \$26,186 was invested in these sustainable packaging solutions.
- Staff are encouraged to embrace the 're-use' philosophy through coffee discounts by bringing their own cups.
- To reduce food waste, leftover meals are donated to St Stephens Church, supporting their work with the homeless.
- The Catering team also expanded the award-winning wine list to include non-alcoholic spirits, wine, and beer sourced from NSW, offering a health-conscious and sustainable beverage choice for both events and restaurant service.
- Hansard has transitioned all eligible paper-based processes to digital systems and continues to expand paperless operations, including committee logging orders and sitting day administration.
- Through its projects, the Capital Works team ensured waste reduction by offering suitable used furniture and equipment to community groups. All projects incorporate LED lighting, energy-efficient appliances, water-saving tapware and fixtures, and low-VOC paints to meet environmental performance targets.
- The IT branch diverted 390 obsolete technology assets from landfill by sending them to certified e-waste recycling services.

What does the future hold?

What's planned for the Department in the next 12 months?
A preview of our exciting work ahead includes:

Aboriginal engagement – the Aboriginal Engagement, Human Services and Procurement teams are developing policies to remove barriers and improve employment and procurement pathways and outcomes linking to best practice. These policies will be aligned to the deliverables of the Reconciliation Action Plan, which is currently in development with Ulinga Indigenous Resources and due to be finalised and launched in 2026.

Developing programs – the Education and Engagement team are designing onsite and online education programs as well as a new website resources for *Australia: Making a Nation*, mandatory topic for Year 10 students from 2027. These new programs and resources will ensure students who are near voting age understand the role of the legislature and their civic responsibility. A joint program with the Anzac Memorial will ensure teachers have access to a complete overview of this core depth study addressing most of the outcomes and offering a full day's learning experience.

Risk Hub – the Procurement team will build self-service capability through a refreshed Governance and Risk SharePoint Hub offering user-friendly access to policies, frameworks, FAQs, and guidance materials.

Building Partnerships – the Media and Communications team will continue to foster partnerships with cultural and civic institutions in our precinct and beyond, creating opportunities for shared programming and cross-promotion. These collaborations will enable the team to amplify reach, diversify audiences and position Parliament as a unique state-wide destination for civic and cultural engagement.

New opportunities – the Research team grew in 2024-25, providing the opportunity to develop new products and services by increasing capability and deepening subject-matter expertise. They will complete a comprehensive strategic planning process to capitalise on this opportunity and review trends that are likely to affect Parliament and the work of the Research Service.

Cloud storage – the IT team are decommissioning legacy technology and reducing on-premises workloads in favour of cloud-based alternatives.

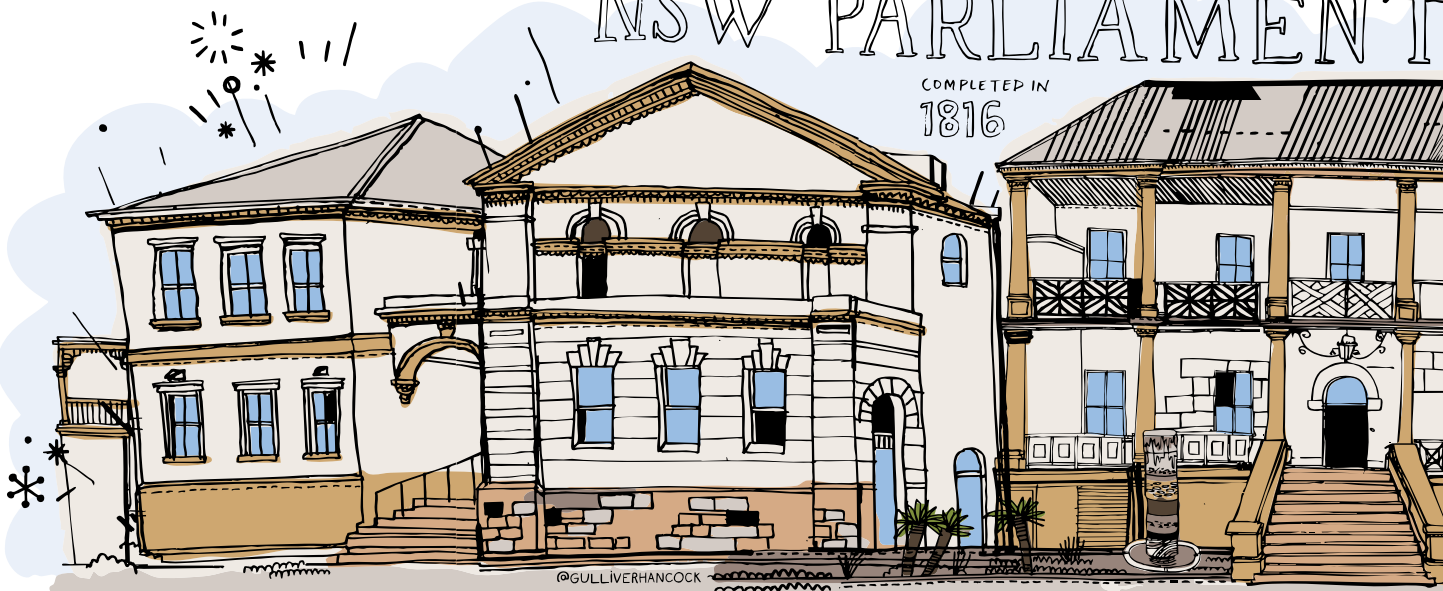
Casual teachers – are being sourced to assist in delivering education programs across legal studies, history and Aboriginal studies for secondary schools due to the substantial increase in bookings from Legal Studies teachers, up 34% on last year.

TWO STOREY
GEORGIAN BUILDING, THE
OLDEST PUBLIC BUILDING IN SYDNEY

RUM HOSPITAL

NSW PARLIAMENT

COMPLETED IN
1816



@GULLIVERHANCOCK

Asset governance – the Finance team will make further improvements to asset governance when it publishes an updated version of Parliament’s Asset Management Policy in 2025-26. The updated policy reflects Parliament’s ongoing commitment to strengthening its asset management, in line with the overarching policy for the NSW public sector – the NSW Asset Management Policy.

Tabled papers – the Library has continued the digitisation of the Tabled Papers of the 35th to 37th Parliaments and proofing of the Legislative Assembly and Legislative Council tabled papers. By June 2026 the project is expected to have reached the 40th Parliament. By the end of the project digitised tabled papers from 1823 to the late 1970s should be accessible from the Parliament’s website.

Everyone matters – our programs, events and communications will continue to evolve to ensure they are inclusive and welcoming for all audiences. This includes expanding support for neurodiverse visitors and people with disabilities, embedding accessibility considerations into event design.

Air supply – technical specification development of the heating ventilation air conditioning maintenance services contract to test the market for suitable contractors.

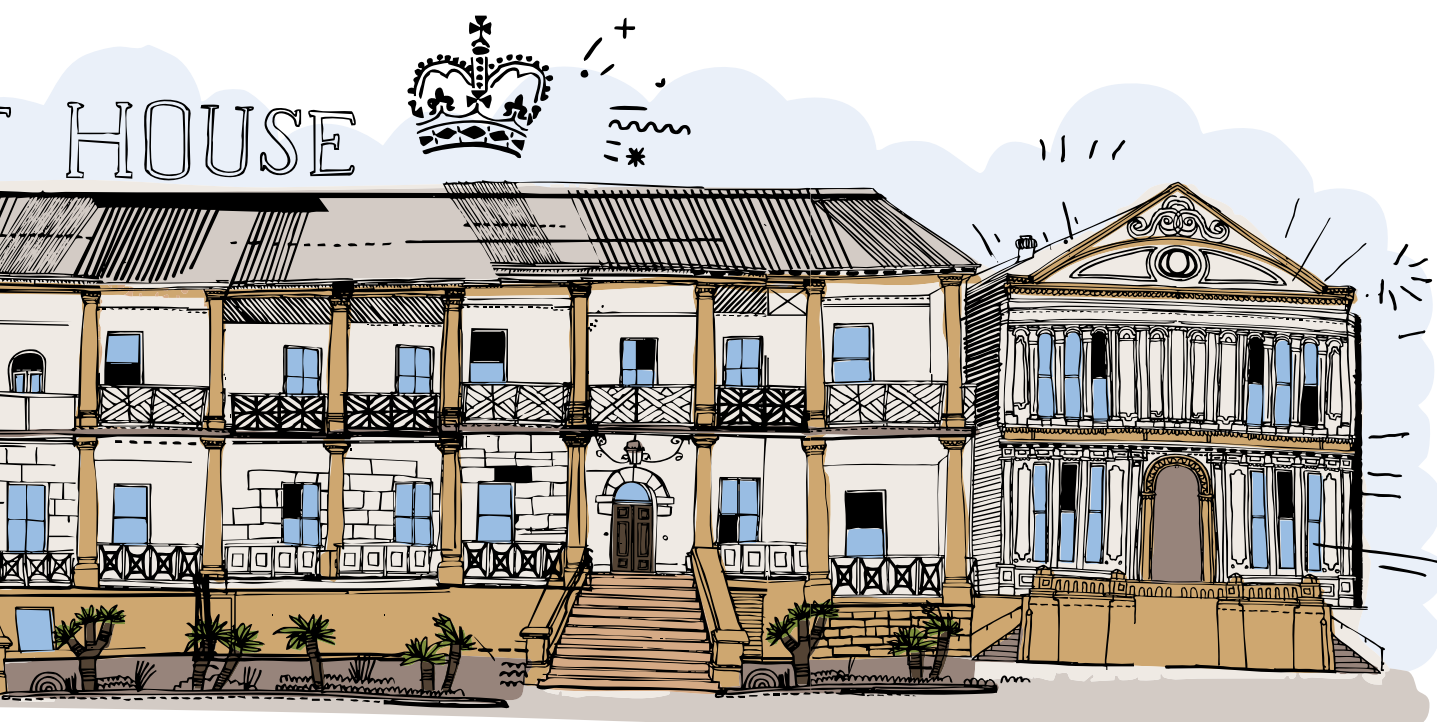
Brand awareness – increase the catering brand in collaboration with the Media and Communications team and external partnerships, such as VIVID and Spice Events programs and forums.

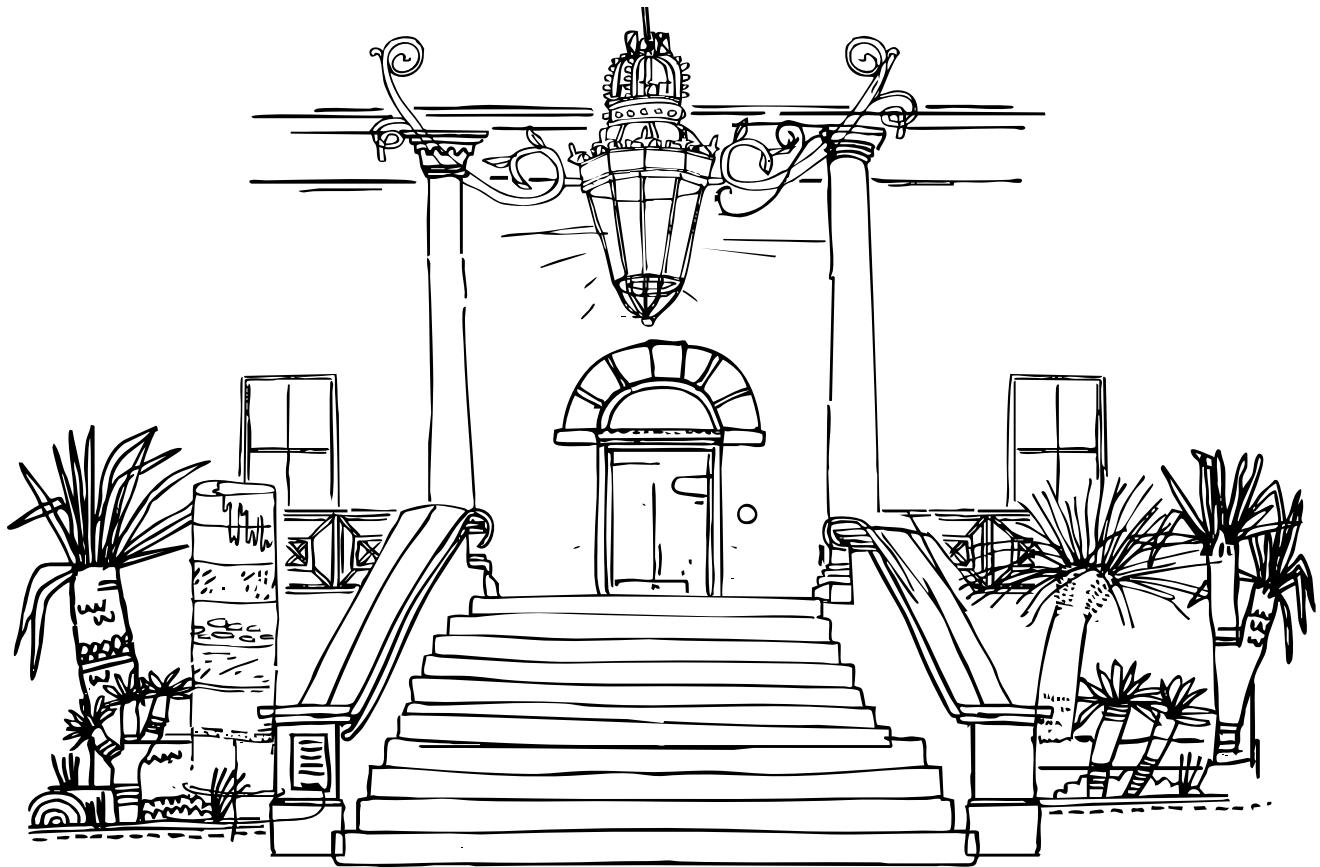
Safety checklists – the Property Management team are introducing new training checklists in Safety Culture to provide more opportunity for basic machinery operations training for the Cleaning team.

Broadcast innovation – the Audiovisual Broadcast team will continue to enhance Parliament’s broadcast technology to create publicly accessible live streams. The team will enhance and expand the Parliament’s audiovisual infrastructure to enable our event spaces to host a variety of events.

Showcase produce – the team are eager to embrace new ways to showcase their NSW produce and are thinking about the upcoming Parliamentary Professional Services Network (PPSN) conference in July 2026 being hosted at the Parliament of NSW.

Service optimisation – the IT team are refining their customer service framework and improvement on service management toolsets.





Accessibility program – The Capital Works team will deliver a staged multi-year program to ensure equitable access for all visitors including:

- Level 9 Gardens – investigation into an accessible solution to enable all users equitable access from the tower block to the level nine garden.
- Public Galleries – investigate access to the Legislative Assembly and Legislative Council Public Galleries to ensure compliance with community expectations.
- Macquarie Street – investigate improving main public entry on Macquarie Street to meet disability access compliance, improve security and make visitors feel welcome.
- Wayfinding and signage – staged program of compliance signage and wayfinding upgrades to be rolled out across public areas.
- Hospital Road – improve accessibility from the Hospital Road entry.
- Cafe Quorum – refurbish the café to create an accessible counter and replace end-of-life equipment.
- Bathrooms – refurbishment of bathroom amenities.
- Electorate Office – Program continued with refurbishments/relocations and new video-conferencing facilities installed.

Bills Assist – the Library will continue producing the Bills Assist guides to support the legislative program. They will update the current Polling Booth data to include any upcoming by-elections.

Resource management – in the next 12 months the Finance and Human Services teams will be engaging and collaborating with the Digital Transformation team to implement a new Enterprise Resource Planning (ERP) solution that will improve the delivery of IT services and provide significant benefits for staff across the Finance and HR functions. The new ERP will generate major efficiencies and other improved ways of working, such as automated processes to replace existing manual solutions, a greatly enhanced user experience and simplified cross-team collaboration.

Digital storytelling – coordinated content strategy will integrate storytelling across digital, print and in-person channels to amplify Parliament's initiatives. By tailoring content to different audience segments, the Media and Communications team will build public awareness, broaden participation, and ensure Parliament's role and activities are more visible and understood across NSW.

Catering review – increase revenue and review of services to minimise cost across all venues for catering, to maintain the goal of revenue neutrality.

Community events – creating diverse community events that appeal to a range of demographics, ages and interests. Designing events that bring in audiences interested in heritage architecture and including an overview of the legislature.

Digital transformation – the Library team is looking at content manager on their digital transformation road map. They will be investigating what the next step should be - potential upgrade, integration or replacement.

Speech recognition – the Hansard team will progress with the trial of automated speech recognition captions for specific House proceedings and continue to use these captions to assist transcription.

Best practice – the Governance team will commence the rollout of the Global Internal Audit Standards (GIAS) Program of Works to align Parliament's internal audit function with international best practice.

Hydraulic infrastructure – the Property team are working towards a new plumbing contract tender to be delivered in Q2 2025-26 to address planned maintenance for an aging hydraulic infrastructure.

Enterprise Architecture – the Enterprise Architecture team will work on the establishment of architecture and services blueprints, and information classification guidelines.

Loan agreements – the Collections team will review their artwork loan agreements for the artworks loaned onsite. This will also include 12-monthly condition assessing.

Catering offering – enhance service offering for Members' and staff with local, sustainable, and affordable catering offerings based on feedback from the catering survey and the DPS client satisfaction survey.

Parlimento content – the Library team continues to digitise and add to Parlimento and have digitised two rare and valuable books that will be added to Parlimento: (1) *Report upon the progress made in roads and in the construction of public works in New South Wales, from the year 1827 to June 1855*: by Sir T.L. Mitchell, Surveyor General and (2) *LC Voucher Book – 1844 to 1847*.

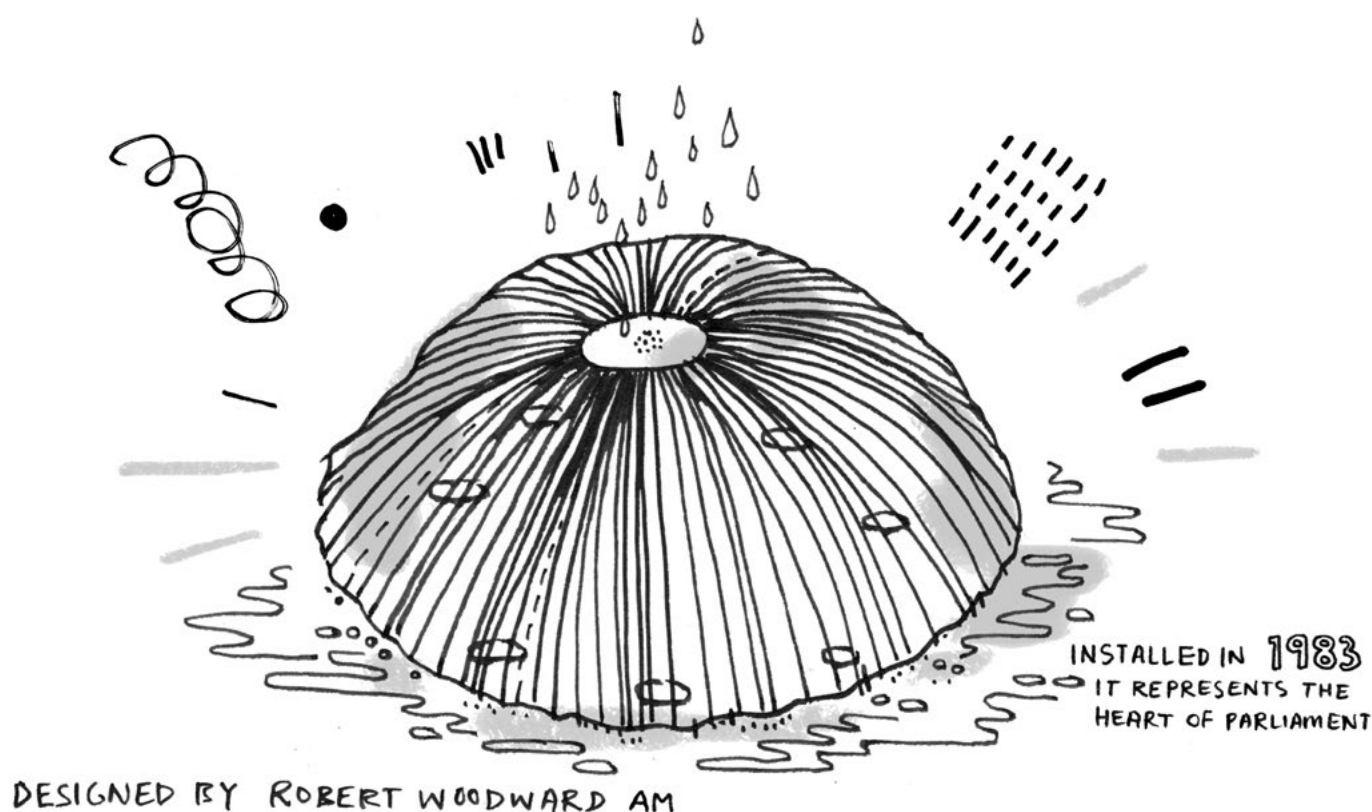
Digital reach – building on the strong foundations of our outreach programs, the Media and Communications team will focus on championing Parliament's visibility and accessibility across NSW communities. This will include supporting promotion of on-the-ground activations, strengthening digital participation with schools and for public events.

Business Continuity – the Governance team will expand Business Continuity training and rollout scenario training exercises to everyone across parliament, to improve preparedness and recovery capability in this important context.

Education Advisory Group – following feedback, further updates will be made to Parliament's education website. Providing new content for teachers across new syllabus areas including Stage 3 Human Society and Its Environment (HSIE), Stage 5 Commerce and Stage 5 History. Resources will be differentiated for new and experienced teachers, and suggested activities will be added based on timelines, blogs and animations.

Electorate Office repairs – the Property Management team will evaluate options for a new property management system to better manage the electorate office portfolio.

Public programs – public programs, tours and special events will adapt to meet changing audience expectations, with a greater focus on hybrid delivery and interactive experiences. Enhanced promotion, stronger partnerships and audience feedback will shape offerings that are engaging, relevant and accessible to communities across the state.



Governance and Finance

AUDIT AND RISK COMMITTEE

The Parliament’s Audit and Risk Committee operates in accordance with the NSW Treasury Policy Paper Internal Audit and Risk Management Policy for the General Government Sector (TPP20-08).

The Committee is “to provide independent assistance to the Clerks and the Chief Executive of the Department of Parliamentary Services by monitoring, reviewing and providing advice about the Legislature’s governance processes, risk management and control frameworks, and its external accountability obligations”.

The current Members of the Audit and Risk Committee are Mr Ian Gillespie (Chair), Ms Christine Hawkins AM and Mr Henry Capra. All Members are independent. The Committee met seven times during 2024–25 and committee member attendance is shown in the table below.

Audit and Risk Committee Members	Number eligible to attend	Number attended
Mr Ian Gillespie (Chair)	7	7
Ms Christine Hawkins AM	7	7
Mr Henry Capra	7	7

The Committee oversaw and monitored the following activities in 2024–25:

- Risk assessments including updates to the Parliament’s Corporate Risk Register
- Endorsement of the Parliament’s Annual Internal Audit Plan
- Progress against the Internal Audit Plan
- Final Internal Audit Reports
- Status reports on the implementation of Internal Audit and External Audit recommendations
- Endorsement of the Audit and Risk Committee Charter and the Internal Audit Charter
- Early Close and Final Legislature Annual Financial Statements
- Internal Financial Performance Reports
- The Parliament’s Early Close procedures
- The Audit Office of NSW’s Interim Engagement Letter, Engagement Closing Report, Annual Engagement Plan and Final Management Letter
- Management’s Representation Letter to the Audit Office of NSW
- Annual Attestation against the Parliament’s Legislative Compliance Register
- Updates from Department Heads on key issues

- Reports on Work Health and Safety
- Business Continuity Management Implementation; and
- Reports on Fraud and Corruption Control.

MODERN SLAVERY AND PROCUREMENT

No incidents of modern slavery have been detected by staff undertaking procurement. The Department for Parliamentary Services (DPS) has not received notice of issues raised by the Anti-Slavery Commissioner.

The following steps have been taken to ensure that goods and services procured are not the product of modern slavery.

- The NSW Parliament – Statement of Business Ethics contains a statement on modern slavery. The Statement of Business Ethics is sent out with our approaches to market.
- Guidance for staff on how and when to assess the risk of modern slavery in the supply chain is included in Parliament’s Procurement and Contract Management Framework.
- Training sessions on the Procurement and Contract Management Framework now include a dedicated section on modern slavery. The training sessions are open to all staff at Parliament.
- The current framework is being reviewed to strengthen guidance on modern slavery.

INTERNAL AUDIT

The Parliament’s Internal Audit function is an independent review activity headed by the Chief Audit Executive. The Internal Audit function, through the Chief Audit Executive, reports functionally to the Audit and Risk Committee on the results of completed audits, and for strategic direction and accountability purposes; and reports administratively to the Clerks of both Houses and Chief Executive of the Department of Parliamentary Services, to facilitate day-to-day operations.

The Chief Audit Executive manages, through an outsourced audit service provider, an annual plan of risk-based audits. The annual audit plan for 2025-26 was endorsed by the Audit and Risk Committee, and during 2024–25, the following audits were conducted:

- Collections (Artworks and Antiques)
- Contract Management and Procurement
- Members’ Entitlements (Communications Allowances)
- Members’ Entitlements (Non-Communications Allowances)
- Workforce and Succession Planning.

ENTERPRISE RISK MANAGEMENT

The Parliament's Enterprise Risk Management Framework incorporates all the Parliament's policies, processes, and methodologies for identifying and managing risk, and sets out how risk management is embedded in key business processes. The framework was reviewed and updated in December 2023, with the next scheduled full review to occur once each Parliament (or as otherwise required). In addition, the framework is assessed annually through the Audit and Risk Committee to ensure it remains current, fit for purpose, and aligned with emerging risks and best practice.

PROJECT MANAGEMENT OFFICE

The Project Management Office (PMO) is a centralised function that supports the development of project management capability and ensures the effective and efficient execution of projects across the Department of Parliamentary Services.

The PMO champions an open and collaborative culture to improve project delivery through the provision of relevant project management frameworks and tools, tailored project advice, training and support and executive-level program and portfolio reporting and decision making.

The PMO has supported project teams through the creation of standardised templates, reporting, advice, and alignment of processes to the PMO Framework.

BUSINESS CONTINUITY MANAGEMENT

The Parliament has continued to implement and maintain its business continuity management system to support operations through business interruption events. The Business Continuity Governance Group met four

times in 2024–25 and was chaired by the Director, Finance and Governance, with representation from all three parliamentary departments. A key focus was progressing the 18-month Business Continuity Plan across Parliament, building on foundational work commenced in 2023–24. By 30 June 2025, the program was more than halfway complete, with updated Business Continuity Policies and Program documentation finalised, briefing sessions delivered to all Business Continuity Officers, and two mock exercises conducted to test preparedness and recovery capabilities. Part of the Business Continuity Plan was the Physical Security Mock Exercise held in April 2025.

The Governance, Planning and Performance team supported the Cyber Security and Physical Security teams to deliver a mock exercise to review parliamentary adherence to its strategic objectives. Drawing on the recommendations from the post-findings report, the aim of the mock exercise was to facilitate the support and refinement of new and more effective processes, systems and reporting moving forward.

FRAUD AND CORRUPTION PREVENTION

The Parliament's Fraud and Corruption Control Committee met two times in 2024–25 to provide oversight for activities from the fraud and corruption control plan, including completion rates for the online training module on ethical values and fraud and corruption prevention.

The Committee continues to monitor the online training module on ethical values and fraud and corruption prevention, with support and encouragement led by members of the committee.

A key item of business was the implementation of an 18-month Fraud and Corruption Prevention Plan that is organisation wide. It encompasses a comprehensive set of initiatives and methods that aim to:

- mitigate fraud by setting up the necessary structures and controls to detect deviations from accepted practices, methods and tools
- support a culture that will limit or prevent misconduct from occurring.

INSURANCE

The Parliament's insurance requirements are covered by the NSW Government's Self Insurance Scheme, which is called the Treasury Managed Fund (TMF). SICorp operates the TMF scheme and icare, a government agency that sits within the portfolio of the NSW Treasury, provides services to SICorp on the operation of the scheme, including contributions and claims. Gallagher Bassett is the General Lines Claims Service provider and Allianz, EML, QBE and GIO are the Workers Insurance Claims Service providers for the scheme under the TMF.

	2024–25	2023–24	2022–23	2021–22	2020–21
	\$	\$	\$	\$	\$
Property	743,237	603,969	488,904	412,319	320,971
Workers' Compensation	1,056,712	744,098	760,810	537,801	538,455
Motor	2,498	1,306	1,079	1,028	935
Liability	215,030	182,647	142,679	125,145	98,735
Miscellaneous	32,752	29,370	26,359	26,269	25,455
Total	2,090,776	1,561,390	1,419,831	1,102,562	984,542

PUBLIC INTEREST DISCLOSURES

The Public Disclosure Act 2022 came into effect in October 2023, and under this legislation all public agencies, including Parliament, are required to report on their Public Interest Disclosures. This necessitated the development of the Parliament of NSW Public Disclosure Policy, and updated training materials for Public Interest Disclosures.

No Public Interest Disclosures were received, and none were finalised by the Parliament in the reporting period.

CORPORATE RISK REGISTER

The Parliament maintains a Corporate Risk Register (CRR), which is subject to quarterly review by the Parliament's Senior Management Group (SMG) and the Audit and Risk Committee.

The CRR plays a critical role in safeguarding the integrity, continuity and performance of the Parliament's operations. It provides executive leadership with clear visibility of the high and extreme rated risks that could impact the Legislature's ability to deliver its democratic, legislative and community functions. By monitoring these risks regularly and ensuring appropriate controls are in place, the register supports informed decision-making, drives accountability, and helps maintain public trust in the resilience and governance of the Parliament.

In addition, branches maintain operational risk registers, which are reviewed on a quarterly basis. Project-related risks are reviewed at least monthly in accordance with the DPS Project Management Framework

OVERSEAS TRAVEL

The Department incurred a total of \$11,130 in overseas travel expenses. The majority of these costs were related to the participation of department staff in the 2025 Association of Parliamentary Libraries of Australasia (APLA) conference, which was hosted by the New Zealand Parliament from 22 to 24 January.

INDUSTRIAL RELATIONS

While there have been disagreements on points of law and policy, there were no industrial disputes during the year and working relationships with the unions continued to be professional and constructive. Unions continued to play a positive role in our Joint Consultative Committee and by helping us work successfully through many policy and individual staff matters. We continue to promote a strong professional relationship through effective consultation wherever appropriate and through our support for union representatives attending trade union courses and conferences.

EXTERNAL COSTS INCURRED

The production of the 2024-25 Annual Report incurred external costs of \$1458.60.

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget (e.g. adjustment for transfer of functions between entities as a result of Administrative Arrangements Orders) are not reflected in the budgeted amounts. The Net Result, Assets and Liabilities and Cash Flows reporting is based on unaudited financial statements at the time of publication.

NET RESULT

The net result was a \$4.612 million loss compared to a budgeted surplus of \$5.166 million. This is an unfavourable variance of \$9.778 million, consisting of the following variances to budget:

- Total expenses excluding losses were \$253.096 million compared to a budget of \$246.999 million, exceeding the budget by \$6.097 million. This was mainly due to \$5.632 million for SaaS related projects being reclassified to recurrent, \$834,000 increased finance costs, \$3.336 million overspending in employee and operating expenses, and a \$3.762 million reduction in Depreciation and Amortisation.
- Total revenue was \$248.882 million compared to a budget of \$252.165 million, \$3.283 million lower compared to budget. This was primarily due to \$5.245 million funding being carried forward to the next financial year, offset by \$1.281 million in unbudgeted income and Assets Recognised for the first time, and \$666,000 appropriation for escalation.

ASSETS AND LIABILITIES

Net assets were \$594.453 million compared to a budget of \$531.714 million. The major variances arising on the Statement of Financial Position are noted below:

- Property, plant and equipment were \$599.834 million compared to a budget of \$533.922 million. This was largely owing to an unbudgeted \$97.960 million in FY2025 fair value adjustments to property, plant and equipment, offset by \$5.245 million carried forward to FY2026, \$6.765 million SaaS budget reclassified to recurrent and \$15.538 million overstated budget from prior years.
- Right-of-use assets were \$28.992 million compared to a budget of \$23.424 million. This was \$5.568 million over budget due to an increased number of lease renewals or change of leased premises for electorate offices, including some higher-than-expected rental increases.
- Non-Current Borrowings were \$26.186 million compared to a budget of \$20.448 million. This was owing to the increase in the recognition of Right-of-use assets.

CASH FLOWS

The closing cash position was \$6.020 million compared to a budget of \$4.850 million. This was over budget by \$1.170 million, which was due to a decreased net cash flow from investing activities.

Financials

DEPARTMENT OF PARLIAMENTARY SERVICES

The net cost of services for the Department of Parliamentary Services was \$69.554 million and represents 28.8% of the total net cost of services of the Parliament for the 2024-25 financial year. This reflects an unfavourable variance of \$4.346 million or 6.7% against the budget of \$65.208 million.

The main components of the variance include:

- Employee related expenses were higher than budget by \$2.596 million and Operating expenses were \$2.829 million higher than budget. These were primarily owing to unbudgeted Software-as-a-Service (SaaS) project costs re-classified from capital expenses in accordance with accounting standards;

Offsetting by,

- Revenue was \$1.651 million higher than budget mainly due to \$332,000 asset recognised first time, and \$1.236 million higher catering revenue in comparison to budget.

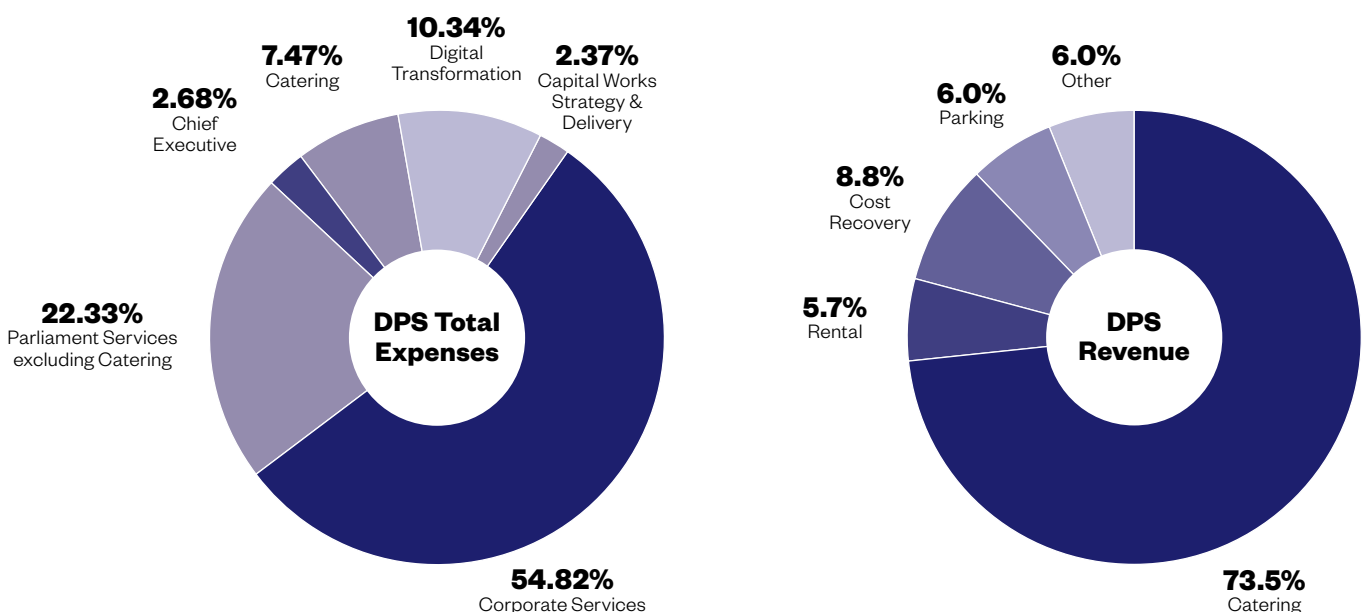
The net cost of services was \$7.508 million higher than the last year broken down as follows:

Employee related expenses being \$6.171 million higher driven by implementation costs of the recommendations of the Broderick review, and higher Software-as-a-Service (SaaS) project costs re-classified from capital expenses; operating expenses being \$1.070 million lower; depreciation and amortisation higher by \$16,000; sales of goods and services improved by \$1.236 million; other income higher by \$435,000 and grants and contributions lower by \$1.900 million.

The catering activities, including the hosting of functions, generated 73.5% of the Department's revenue, which supports the operations of the Parliament and encourages community access.

Employee related expenses accounted for 55% of the total expenses of the Department of Parliamentary Services.

The costs represented in this financial report are unaudited and represent the best-known cost distribution for both cash and non-cash items attributable to the Department of Parliamentary Services.



Financials

START OF UNAUDITED FINANCIAL STATEMENTS

Department of Parliamentary Services Statement of comprehensive income for the year ended 30 June 2025

	Actual 2025 \$'000	Budget 2025 \$'000	Actual 2024 \$'000
Expenses excluding losses			
Employee related expenses	43,329	40,733	37,158
Operating expenses	26,942	24,133	28,012
Depreciation and amortisation	7,997	7,563	8,013
Total expenses excluding losses	78,268	72,409	73,183
Revenue			
Sale of goods and services	8,321	7,085	7,123
Grants and other contributions	—	20	1,900
Other income	531	96	2,241
Total revenue	8,852	7,201	11,264
Gain/(loss) on disposal	(138)	—	(127)
Net cost of services	69,554	65,208	62,046

End of Unaudited Financial Statements

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2. New South Wales. Parliament–Management–Periodicals.
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4. Legislators–Services for–New South Wales–Periodicals.

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