



DEPARTMENT OF
PARLIAMENTARY
SERVICES

ANNUAL REPORT

2021



LETTER OF TRANSMITTAL

The Hon Matthew Mason-Cox MLC
President of the Legislative Council
Parliament House
Macquarie Street
Sydney NSW 2000

The Hon Jonathan O'Dea MP
Speaker of the Legislative Assembly
Parliament House
Macquarie Street
Sydney NSW 2000

Dear Mr President and Mr Speaker

I am pleased to submit to you for tabling in each House the annual report for the Department of Parliamentary Services (DPS), for the financial year ending 30 June 2021.

While DPS is not legislatively required to table an annual report, I welcome the opportunity to provide information on the performance of DPS as has been customary in previous years.

The report incorporates the reporting requirements of the Annual Reports (Departments) Act 1985 and the Public and Finance Audit Act 1983, particularly in regard to the department's operations and financial performance.

This report details our major achievements against the DPS Strategic Plan for the 2020–21 financial year, providing information and statistics relating to our outputs and activities.

I commend the report to you and thank you for your ongoing support of the work of DPS.

Yours sincerely,

Mark Webb
Chief Executive
Department of Parliamentary Services

New South Wales. Department of Parliamentary Services

Annual report / Parliament of New South Wales, Department of Parliamentary Services, Sydney, N.S.W.
: Dept. of Parliament Services, 2008–

v. ; 30 cm.

ISSN 1325-2925 (Print); 1835-5161 (Online)

1. New South Wales. Department of Parliamentary Services–Periodicals.
2. New South Wales. Parliament–Management–Periodicals.
3. Legislative bodies–New South Wales–Periodicals.
4. Legislators–Services for–New South Wales–Periodicals.

328.944068 (DDC21)

© Parliament of New South Wales, Department of Parliamentary Services 2021

CONTENTS

Letter of Transmittal	2
Contents	3
Acknowledgement of Country	4
Presiding Officers' Foreword	5
Chief Executive's Review 2021	6
Purpose Statement	7
Our Values	7
Department of Parliamentary Services	8
The Department	8
Organisational Chart	9
Executive Team	10
Leadership Team	11
DPS at a Glance 2020–21	12
Our People	14
Wage and Salary Movements	14
Workforce Employees	14
Workforce Diversity	15
Work Health and Safety	16
DPS Star Award Recipients	16
Parliamentary Service Award Recipients	17
People Matter Survey Summary	18
Parliament's Strategic Priorities 2019–2023	19
Parliament Priority 1: Modernisation of the Parliament	20
Parliament Priority 2: Strengthening Engagement with the Public and Enhanced Trust in Parliament as an Institution	23
Parliament Priority 3: Safeguarding the Independence of a Strong Parliament	25
Parliament Priority 4: Support Members in their Evolving Role as Elected Representatives	26
Parliament Priority 5: Develop the Capabilities of the Parliament's Workforce	28
Governance	30
Audit and Risk Committee	30
Internal Audit	30
Enterprise Risk Management	31
Insurance	31
Business Continuity Management	32
Fraud and Corruption Prevention	32
Public Interest Disclosures	32
Overseas Travel	32
Consultants	32
Industrial Relations	32
External Costs Incurred in Production of Annual Report	32
Financial Commentary	33
Start of Unaudited Financial Statements	34
Contacts	35

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, present and emerging and acknowledge the Aboriginal and Torres Strait Islander people who 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.

PRESIDING OFFICERS' FOREWORD

The Department of Parliamentary Services (DPS) delivers a number of key functions that form the backbone of the Parliament of NSW's operations, ensuring we can effectively undertake our business as the elected representatives of New South Wales.

In 2020–21, DPS continued to work on delivering the five Parliamentary priorities of the 57th Parliament:

1. Modernisation of the Parliament
2. Strengthening engagement with the public and enhanced trust in Parliament as an institution
3. Safeguarding the independence of a strong Parliament
4. Support members in their evolving role as elected representatives
5. Develop the capabilities of the Parliament's workforce.

These strategic priorities pave the way for members and staff to better respond to and meet the needs of the community.

In December 2020, DPS implemented a new structure to enable the department to more effectively deliver the large volume of work and projects taken on in the 2020–21 financial year. The realignment placed DPS into two divisions, Parliament Services and Corporate Services, and two new project delivery branches, introducing a more streamlined approach to support the department's work. We are pleased to have been part of this evolution, which will help to ensure that the Parliament is best placed to achieve its key objectives in the years to come.

The ongoing COVID-19 pandemic continued to impact the operations of the Parliament in 2020–21. New technologies and processes were refined to ensure that members and staff could work from home as seamlessly as possible, and were able to deliver the services and outcomes to a standard that met or exceeded community expectations. DPS also ensured regular coronavirus

updates were provided to the Parliamentary community, particularly during periods of outbreaks or uncertainty. When NSW Parliament House itself became a potential COVID-19 exposure site, the DPS executive team worked tirelessly alongside NSW Health to ensure any risks to staff were contained, contact tracing was performed, and deep cleans were undertaken. We thank all DPS staff for their support and especially those who were impacted themselves yet continued to deliver the high standard of work for which the department is known.

During the COVID-19 lockdowns, a partnership was formed with OzHarvest to utilise the NSW Parliamentary kitchen and catering staff to provide meals for the homeless and vulnerable and to support those isolated in quarantine. The Parliament has cooked over 160,000 meals since April 2020. Not only were these meals the only source of food for some individuals and families, but this initiative also provided work for Parliament's casual catering staff who would otherwise have been unemployed. A special thanks to all involved in this wonderful initiative.

This year we also bade farewell to the Hon John Ajaka from the role of President. President Ajaka was an outstanding advocate for the Parliament and worked tirelessly with the DPS team during his tenure as a Presiding Officer of the Parliament. The Parliament is richer for his contributions.

Finally, we thank Chief Executive Mark Webb and his executive team for their leadership and dedication throughout 2020–21. It was a challenging year with the effects of the COVID-19 pandemic continuing to be deeply felt by members, staff and the people of NSW. We note their commitment to ensuring that the NSW Parliament continued to thrive and fulfil its role as 'the People's House' despite the considerable impacts to the traditional working environment. We also thank the loyal and hardworking DPS staff for another successful year of serving the Parliament and the people of New South Wales.

The Hon Matthew Mason-Cox MLC
President of the Legislative Council

The Hon Jonathan O'Dea MP
Speaker of the Legislative Assembly

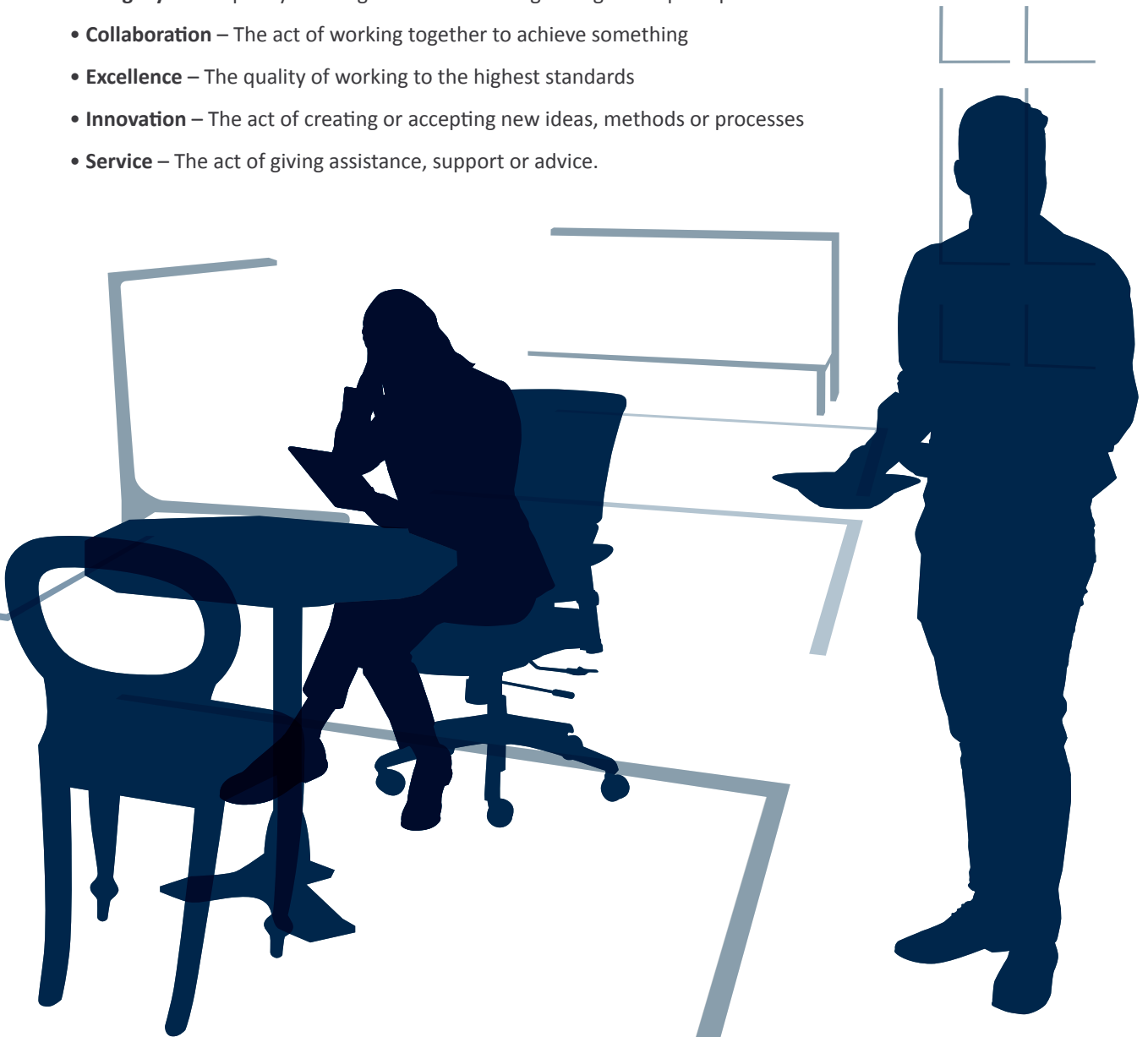
PURPOSE STATEMENT

Enabling the Parliament, serving New South Wales.

OUR VALUES

At DPS, we believe it's not just what we do, but how we do our work that is important. The following values underpin how we work to achieve our purpose:

- **Integrity** – The quality of being honest and having strong moral principles
- **Collaboration** – The act of working together to achieve something
- **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.



DEPARTMENT OF PARLIAMENTARY SERVICES

THE DEPARTMENT

DPS is responsible for providing professional and support services to members and staff at the Parliament of New South Wales.

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

Parliamentary Services Division:

- **Parliamentary Catering Branch:**
Manages the cafés and restaurants of Parliament, offers function and dining services, and events management
- **Communications, Engagement and Education Branch:**
Manages education and community outreach programs and events, internal and external communications, and media liaison
- **Hansard, Library and Research Branch:**
Provides information-based services, including Hansard, library, records, research and media monitoring.

Corporate Services Division:

- **Financial Services and Governance Branch:**
Provides professional services and advice on matters of finances, members' entitlements, and governance and risk
- **IT Services Branch:**
Manages information technology infrastructure and provides technical support to the Parliament
- **People, Property and Security Branch:**
Provides human resource services, industrial relations support and advice, and manages payroll, training, and work health and safety services. The branch also provides building-related services including security, Electorate Office services, procurement and asset management
- **Planning, Insights and Performance Branch:**
Oversees strategic planning for the department, and provides professional services in project management and customer experience insights.

Projects:

- **Capital Works, Strategy and Delivery Branch:**
Responsible for the delivery of capital and minor works projects at NSW Parliament, as well the development of the Parliamentary precincts and Electorate Office capital works strategies
- **Digital Transformation Branch:**
Responsible for the delivery of a series of projects to modernise the technology systems available at NSW Parliament.

DEPARTMENT OF PARLIAMENTARY SERVICES ORGANISATIONAL CHART



Department of Parliamentary Services
Chief Executive
Mark Webb

Parliamentary Services Division
Executive Director
Julie Langsworth

Corporate Services Division
Executive Director
Kelly McFadyen

Hansard, Library & Research Branch
Director
Matthew Dobson

Communication, Engagement & Education Branch
Director
Lisa Thomas

People, Property & Security Branch
Director
Helen Gors

Financial Services & Governance Branch
Director
John Gregor

Digital Transformation Branch
Director
Mike Price

Capital Works Strategy & Delivery Branch
Director
Robert Nielsen

- Hansard**
Editor of Debates
Karen Turner
- Library**
Parliamentary Librarian
Deborah Bennett
- Research Service**
Senior Manager
Lenny Roth

- Engagement & Education**
Senior Manager
Jeannie Douglass
- Media & Communications**
Senior Manager
Felicita Benedikovics

Parliamentary Catering
Senior Manager
Lee Kwiez

IT Services
Senior Manager
Michael Crawford

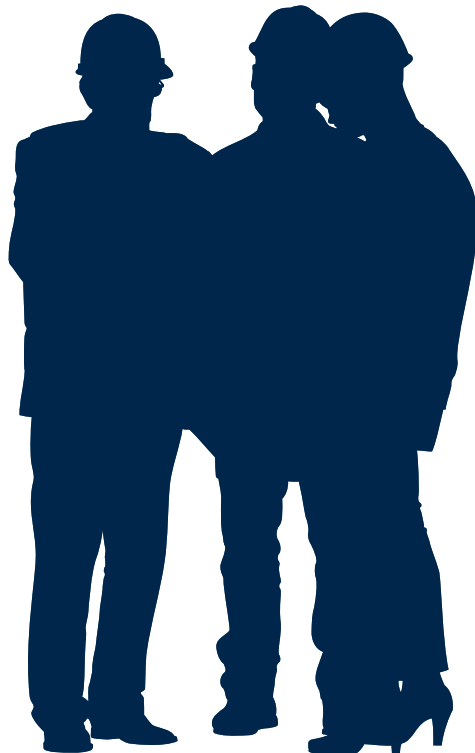
- Human Services**
Senior Manager
Craig Wheeler
- Property Management Services**
Senior Manager
Ross Cameron
- Security & Support Services**
Senior Manager
Stuart James

- Procurement**
Manager
Kay Li Yeoh
- Accounts Services & Systems**
Manager
Malik Arunachalam
- Parliamentary Accounting**
Senior Manager
Andrew Veitch
- Governance & Risk**
Manager
Chris Roach
- Member Entitlements**
Senior Manager
Tass Miroforidis

Planning, Insights & Performance
Senior Manager
Tanja Janosevici

- Audiovisual**
Senior Program Manager
Scott Fuller
- ERP/Cloud**
Senior Program Manager
Jo Miks
- Digital Parliament (Applications)**
Senior Program Manager
Krista Meulengracht
- Solution Architecture**
Senior Solution Architect
Neil Dammerel

- Capital Works Strategy**
Senior Manager
Lyndall Smith
- Capital Works Delivery**
Senior Manager
Rob Hamilton



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 executive and senior management teams to ensure proficient and effective professional services for the Parliament. His leadership of the department is underpinned by 17 years' experience in senior executive positions in the New South Wales and Commonwealth public services.



Robert Nielsen | Director
Capital Works Strategy and Delivery Branch

Robert leads the development and delivery of Capital Works Strategy for Parliament House and Electorate Offices. With 16 years of experience overseeing facilities services at the Parliament, for the last year Robert has been working exclusively with the Capital Works team to advance the future planning of NSW Parliament House while delivering key building projects. As an executive sponsor, Robert has also been leading the creation of Parliament's first Disability Inclusion Action Plan.



Julie Langsworth | Executive Director
Parliament Services Division

Julie has worked at Parliament for more than 25 years in senior roles both in the Department of the Legislative Council and the Department of Parliamentary Services. As Executive Director, Parliament Services Division, she works closely with the Chief Executive to oversee the Hansard, Library and Research Branch, the Communications, Engagement and Education Branch, and the Catering Unit. Julie has led the department's customer service taskforce over the past year to seek improvements in the way DPS delivers services to members, and is the Executive Sponsor for the Parliament's Pride in Diversity group.



Mike Price | Director
Digital Transformation Branch and CIO

Mike has led this new branch since it was created in July 2020 to deliver major changes to the NSW Parliament's technology landscape through the newly funded Digital Parliament and Audiovisual Services programs. Previously, Mike led the Information Services Branch which included IT Services, Library, Hansard and Research. Mike is passionate about improving the way people work through new technology, especially in eliminating paper and manual processes. Mike brings considerable expertise garnered during his tenure in senior executive roles in both the private and public sectors in the UK and Australia.



Kelly McFadyen | Executive Director
Corporate Services Division

Kelly provides leadership and strategic direction for the Corporate Services Division. Kelly works with the executive and senior managers to provide professional IT, Finance, People, Property, Security and Corporate Planning services across Parliament. Kelly brings 23 years' leadership experience in corporate services, strategy and governance in both the private and NSW public sectors. As Executive Director, she works closely with Mark and Julie to oversee the corporate governance of DPS.



John Gregor | Director
Financial Services and Governance Branch

With 25 years' experience in senior financial and corporate roles in the New South Wales public sector and nine years as Director Financial Services at DPS, John is well placed to navigate the Parliament through increasingly tight budgets. John oversees the Finance and Governance Branch, which includes Members' Entitlements, Accounting Services, Procurement, and Governance and Risk. This has been John's final year with DPS ahead of his well-deserved retirement in 2021–22.



Lisa Thomas | Director

Communication, Engagement and Education Branch

Lisa leads the Communications, Engagement and Education team at DPS. With a background in magazine publishing and leading communications for major events and initiatives, Lisa has worked in number of private and public sector leadership roles and oversees the delivery of communications, events and education programs. Her team is passionate about increasing engagement with and understanding of the Parliament of NSW.



Matthew Dobson | Director

Hansard, Library and Research Branch

Matthew provides leadership and strategic direction to the Hansard, Library and Research Branch. Matthew joined DPS in September 2016 as the senior manager of the Parliamentary Research Service. Since then, he has worked on a number of key projects including the Parliament’s first Master Plan. His leadership of the branch is underpinned by his experience in providing information and research services in a variety of public sector roles. These have encompassed veteran health and aged care, health services evaluation, media, telecommunications and cyber safety.



Helen Gors | Director

People, Property and Security Branch

Helen heads up the People, Property and Security branch, which looks after the Parliamentary precincts and the 98 Electorate Offices, as well as the people within them. With over 30 years in the NSW public sector, working across different agencies including Forests NSW, the Sydney Harbour Foreshore Authority, and the Department of Planning, Helen brings a wealth of human resources experience to her current role. She joined DPS in 2016.

LEADERSHIP TEAM

Felicita Benedikovics

Senior Manager Media & Communications, Communications, Engagement & Education

Deborah Bennett

Parliamentary Librarian, Library

Ross Cameron

Senior Manager Property Management Services, Property Management Services

Michael Crawford

Senior Manager IT Services, IT Services

Neil Dammerel

Senior Solution Architect, Digital Transformation

Jeannie Douglass

Senior Manager Education & Engagement, Communications, Engagement & Education

Scott Fuller

Senior Program Manager, Digital Transformation

Tanja Ianošević

Senior Manager Planning, Insights & Performance, Planning, Insights & Performance

Rob Hamilton

Senior Manager Capital Works Delivery, Capital Works Strategy & Delivery

Stuart James

Senior Manager Security & Support Services, Security & Support Services

Andrew Kiejda

Senior Manager IR Project, Human Services

Lee Kweiz

Senior Manager, Parliamentary Catering, Catering

Krista Meulengracht

Senior Program Manager, Digital Transformation

Jo Mijs

Senior Program Manager, Digital Transformation

Tass Miroforidis

Senior Manager Members’ Entitlements, Financial Services & Governance Branch

Lenny Roth

Senior Manager Parliamentary Research Service, Research Service

Lyndall Smith

Senior Program Manager Capital Works, Capital Works Strategy & Delivery

Karen Turner

A/Editor of Debates, Hansard

Andrew Veitch

Senior Manager Parliamentary Accounting, Financial Services & Governance Branch

Craig Wheeler

Senior Manager Human Services, Human Services

DPS AT A GLANCE

23 Electorate Offices transitioned to the 'Genetec' security system

Over **300** members and staff signed up for Parliament on Demand and more than

1000 video clips downloaded

20,000+ unique visitors, **60,000+** visits and **265%** growth in visitation to the Parliament's dedicated 'education' website since its launch in December 2020

15,155 guests attended functions at Parliament House

317 system changes logged and implemented

97% of members submitted their claims online

495 offers of employment processed

Over **60** electronic petitions submitted to the Legislative Assembly in the first year of online petition submission, attracting nearly **300,000** signatures

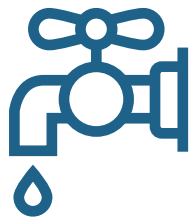
32 Electorate Office leases executed

2,720 building maintenance jobs completed

160,000 OzHarvest meals produced
13 security, operating system and application patch deployments

450 sqm of new membrane installed

Nine public talks delivered as part of the NSW Parliament series of events



Water consumption

15,621 kL

1% increase from 2019–20



Electricity consumption

3,536,125 kWh

6.3% decrease from 2019–20

864
library
loans

Over **6 km** of new AV cabling installed in the Members' Dining Room and Strangers' Function space

232 customised research requests for members

40 sqm of Gosford sandstone installed on the new accessibility ramps

13 research papers published on the Parliament's website

176
committee hearings, including budget estimates and away committees:

86 members of Parliament took part in student and community programs and events

3,371 diners in the restaurant

4,633 requests for media monitoring and chamber footage

5,452 media releases saved in our data base for access by members

834 House sitting hours and **8,453** pages of transcript

758 sitting hours and **8,916** pages of transcript

1,419 library reference queries

42,765 members' entitlements and other accounts payable claims processed

Six 'away' committees: Deniliquin, **Cobar**, Newcastle, Bathurst, Taree and **Lismore**

754 appraisals of members' publications issued to their constituents

18,675 requests for assistance to the IT Service Desk

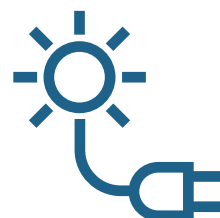
1,306 debtor invoices raised



Gas consumption

22,334 GJ

5% increase from 2019–20



Solar generation

27,928 kWh

0.2% increase from 2019–20

OUR PEOPLE

WAGE AND SALARY MOVEMENTS

The *NSW Public Sector Crown Employees (Public Sector – Salaries 2019) Award* was varied in December 2020 to provide a 0.3 per cent salary increase for 12 months from the first full pay period after 1 July 2020. Changes to this award also apply to the *Crown Employees (Parliament House Conditions of Employment) Award*.

The Parliament House Award contains the pay rates for Parliamentary department staff. An identical increase was also applied to members' staff via an increase to salaries contained in the *Members' Staff Conditions of Employment – Determination of the Presiding Officers*, and to staff covered by the *Parliamentary Reporting Staff (Salaries) Award*.

The *Statutory and Other Offices Remuneration Tribunal Determination* of 25 September 2020 provided no increase to the salaries of the Chief Executive, Clerks, and Deputy Clerks with effect from 1 July 2020.

WORKFORCE EMPLOYEES

Remuneration level of substantive position	Total staff (men, women, unspecified)			Respondents			Men			Women			Unspecified gender		
	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
\$0 – \$45,800	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
\$45,800 – \$58,440	9	12	11	9	12	11	8	3	8	1	9	3	0	0	0
\$58,440 – \$68,929	30	23	21	30	23	21	8	3	3	22	20	18	0	0	0
\$68,929 – \$83,935	29	27	30	29	27	30	14	11	13	15	16	17	0	0	0
\$83,935 – \$108,373	49	54	59	49	54	59	24	26	24	25	28	35	0	0	0
\$108,373 – \$135,045	44	46	70	44	46	70	20	24	33	24	22	37	0	0	0
\$135,045 > (Non SES)	23	27	33	23	27	33	8	9	14	15	18*	19 ^a	0	0	0
\$135,045 > (SES)	1	1	4	1	1	4	1	1	2	0	0	2	0	0	0
Total	185	190	228	185	190	228	83	77	97	102	113	131	0	0	0

*NOTE: 11 OF THE 18 WOMEN ARE HANSARD REPORTERS WHO RECEIVE AN ALL INCIDENCE ALLOWANCE. ONLY 7 OF THE 18 WOMEN ARE AT SENIOR MANAGER LEVEL OR ABOVE

^aNOTE: 15 OF THE 19 WOMEN ARE HANSARD REPORTERS WHO RECEIVE AN ALL INCIDENCE ALLOWANCE. ONLY 4 OF THE 19 WOMEN ARE AT SENIOR MANAGER LEVEL OR ABOVE

Remuneration level of substantive position	Aboriginal and Torres Strait Islanders			People whose language first spoken as a child was not English			People with disability			People with disability requiring work-related adjustment		
	2019	2020	2021	2019	2020	2021	2019	2020	2021	2019	2020	2021
\$0 – \$45,800	0	0	0	0	0	0	0	0	0	0	0	0
\$45,800 – \$58,440	0	0	0	4	5	4	1	1	1	0	0	0
\$58,440 – \$68,929	0	0	0	13	12	11	0	0	0	1	0	0
\$68,929 – \$83,935	0	1	1	11	12	14	0	0	0	0	1	1
\$83,935 – \$108,373	0	0	0	13	16	16	0	0	0	0	0	0
\$108,373 – \$135,045	0	0	1	7	10	16	0	0	1	0	0	0
\$135,045 > (Non SES)	0	0	0	0	2	4	0	0	0	0	0	0
\$135,045 > (SES)	0	0	0	0	0	0	0	0	0	0	0	0
Total	0	1	2	48	57	65	1	1	2	1	1	1

WORKFORCE DIVERSITY

A number of workforce diversity strategies, events and activities were delivered by DPS in 2020–21. These are listed below.

- The development and launch of a DPS Diversity and Inclusion intranet space, with resources and information on Gender Equity, People with Disability, LGBTIQ+ and Aboriginal and Torres Strait Islander peoples
- A new 'Inclusion at Parliament' email address and mailbox was established to enable the communication of diversity and inclusion initiatives and as an avenue for feedback
- Aboriginal and Torres Strait Islander events and activities:
 - NAIDOC Week virtual activities included an opening ceremony with Welcome to Country and Didgeridoo Master and Song Man performance with livecast
 - Reconciliation Wall art exhibitions
 - Hosted the National Reconciliation Week online a 'Public Sector Leaders' event
 - Staff commemoration of the National Apology to the Stolen Generations
 - Koori Kitchen Takeover – a guest chefs initiative to promote Aboriginal employment, in partnership with the National Centre of Indigenous Excellence and the National Indigenous Culinary Institute
- People with Disability events and activities:
 - International Day of People with disability intranet story promoting a DenConnect event
 - World Hearing Day informational story on the intranet
 - STEPTember awareness story on the intranet
- LGBTIQ+ events and activities:
 - Afternoon gathering to celebrate and acknowledge Mardi Gras
 - International Day of Visibility email to Parliamentary staff and video message from DPS Executives
 - 'Wear it Purple' Day themed meetings and backgrounds
 - International Day Against Homophobia, Biphobia, Interphobia & Transphobia (IDAHOBIT) presentation featuring Zoe Kennedy from Pride in NSW
- Gender Equity events and activities:
 - Promotion of a NSW Public Service Commission online event in an intranet story with a screening of the event in theatrette to celebrate International Women's Day
 - The Gender Equity working group was established to identify and make improvements in this area across the department
- Culturally and linguistically diverse Australians events and activities:
 - Parliament visitor information brochures translated into the top five languages spoken in NSW and also made available on the website
 - Ramadan (Eid al Fitr) intranet news story, plus traditional treats made available for purchase in Café Quorum.
- Wellness initiatives such as RUOK? Day promotion and resources.

Future strategies are considered with regard to the Parliament's Diversity and Inclusion Strategy and as such may vary from year to year. The WHS team maintains a 'Calendar of Significant Events' and identifies new strategies based on need, demand and workplace culture.

Work will continue on the Diversity and Inclusion intranet space in 2021-22, including a move to a centralised location in collaboration with the House departments. More resources will be added for mature-age persons and culturally and linguistically diverse Australians, including refugees.

WORK HEALTH AND SAFETY

DPS is committed to the workplace health and safety (WHS) of our members, employees, and visitors. WHS is managed within Human Services 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 the Parliament has a Work Health and Safety Committee which meets quarterly.

Overall, there were 20 reported WHS incidents (including near misses and actual injuries) reported during the past financial year for DPS, including Electorate Offices. As a result of the e-reporting system (SolvSafety) and collaboration from across the department, the reported incidents were quickly resolved with the necessary first aid and/or workplace modifications and relatively minor injuries sustained.

	No. of incidents	Near misses	Injuries	Slips, trips and falls	Strains	Other	Lost time
DPS (including Electorate Offices)	20	2	4	6	0	3	5*

NOTE: 'STRAINS' INCLUDES MANUAL HANDLING INCIDENTS. 'OTHER' INCLUDES ALL OTHER INCIDENTS NOT CATEGORISED.
NOTE: *THIS FIGURE RELATES TO WORKERS COMPENSATION CLAIMS WHERE WORK TIME HAS BEEN LOST.

The Parliament's Pandemic Plan, which is part of the Parliament's Business Continuity Program, continued to be implemented during the reporting period in response to public health orders that disrupted the usual operations of business. The plan was invoked on 13 March 2020 and is continually updated to detail the Parliament's response to COVID-19.

DPS STAR AWARD RECIPIENTS

The DPS Star Awards is a department-wide rewards and recognition program designed to recognise high-achieving staff and those who embody the DPS culture values. Nominations are taken and celebrated throughout the year and an annual ceremony recognises the winner in each category.

The **Integrity Award** was presented to Song Charoenkitti from People, Property and Security, for ensuring everyone's needs are taken care of in a confidential manner and becoming the 'go-to' person in the Facilities team. Song also made the most nominations of anyone in DPS, recognising her positivity and support of her colleagues.

The **Collaboration Award** was presented to Wes Stowe from People, Property and Security. Wes works across many areas of Parliament and regularly out of his immediate field. Wes has assisted with content for social media posts and upcoming Parliament dining and history publications, as well as the furnishing and decoration of the President's office suite.

The **Innovation Award** was presented to Deborah Bennett the Parliamentary Librarian and Andrew Kiejda who heads up our WHS and IR team for their work on organising the first ever DPS Administration Conference. Deborah and Andrew were responsible for transitioning the DPS Administration Conference to an online event. This required organising facilitators and over 300 participants from across all Australian and Pacific Parliaments. The conference was a great success due to their hard work.

The **Excellence Award** was presented to Jennifer Gallagher from Digital Transformation. Jennifer was recognised for her incredible work and meticulous attention to detail in digitising the Joint Statutory Committee reports. Her diligence ensured the information was fit for display, and that privacy was maintained.

The **Service Award** was presented to Luke Marshall from IT Services. Luke demonstrated a high level of competence whilst striving to keep people informed and connected. Luke is always responsive and acts quickly.

The **Rising Star Award** was presented to Felicity Benedikovics from Communications, Engagement and Education. Felicity's work immediately made an impact all across Parliament, with her communications and media skills arriving at a critical time. Felicity has been proactive and positive with media engagements to showcase the NSW Parliament's various exhibitions and events.

The **Shining Star Award** was presented to Emma Thorlby from Members' Entitlements. Emma is a quiet achiever who took the lead to implement the new online system Zeno, which has had positive impact on members. Emma is always professional when dealing with everyone across Parliament, and has supported her team through a number of challenges and changes over the past year.

The **Constellation Award** was presented to Parliamentary Accounts. The team is always working in the background and many of their achievements are behind the scenes. They successfully negotiated with Treasury for OzHarvest funding, COVID-19 insurance and budgets for projects. The quality of their financial statements has also been recognised by the Parliament's Audit & Risk Committee.

PARLIAMENTARY SERVICE AWARD RECIPIENTS

The Parliamentary Service Awards are held annually to recognise the loyalty, long service and dedication of staff across the three parliamentary departments.

In the past financial year, 26 long-serving DPS staff members were recognised for achieving significant milestones in their careers at Parliament. In particular, Carmen Vella celebrated 35 years of service – a remarkable achievement!

35 years

Carmen Vella – Library

30 years

Paul Brock – Human Services

Marta Lescano – Facilities

Angelo Montesano – IT Services

Carol Pope – Hansard

25 years

Gary Chan – Parliamentary Catering

Julie Langsworth – DPS Executive

Irma Carrion – Facilities

Selma Wong – Facilities

Gloria Henriquez – Facilities

Gina Pye – Facilities

Elaine Newland – Hansard

20 years

Connie Rabino – Financial Services

Craig Wheeler – Human Services

Bronwyn Robins – Hansard

15 years

Colin Brown – Human Services

Michael Crawford – IT Services

Ashok Kumar – Facilities

Carmen Vejarano – Facilities

Kirsty Eggmohle – Financial Services

Grace Peake – Facilities

10 years

Andrew Kiejda – Human Services

Emma Thorlby – Financial Services

Kristan Withers – Human Services

Daniel Montoya – Research Service

Frank Yi – Financial Services

PEOPLE MATTER SURVEY SUMMARY

100 per cent of DPS staff participated in the 2020 People Matter Survey, which was a fantastic achievement and our highest response rate to date. We can be confident of the results due to this comprehensive level of engagement from the department.

Reflecting the year that was, flexible working satisfaction was at 83 per cent, up eight per cent from 2019. 84 per cent of DPS staff responded favourably to the question 'How satisfied are you with your ability to access and use flexible working arrangements?' and 88 per cent responded positively to the question 'My organisation quickly adapts and responds during major events that impact our work (e.g. COVID-19 pandemic, bushfires).' This highlights DPS's transition to the 'new' way of working.

There has also been an improvement in the results for the category of senior managers, up two per cent overall on 2019 figures. In particular, the question 'Senior managers keep employees informed about what's going on' was up six per cent, with 73 per cent of DPS staff responding favourably.

As important as it is to acknowledge what we are doing well, the survey also identified a number of areas where DPS could do better. Feedback and performance management is clearly an area for focus. 66 per cent of staff reported that they received feedback to help improve their work in last 12 months, down 17 per cent from the previous survey. Further, only 58 per cent of staff responded favourably to the question 'My performance is assessed against clear criteria', compared to 64 per cent in 2019.

Pleasingly, the experience of women in the workplace has improved on previous years, however there is still more work to be done. This has been an area of significant attention in both 2019–20 and 2020–21, with focus groups run with staff to better understand the issues women face and the establishment of a Gender and Equity Working Group. We hope the collective work from these initiatives will continue to improve the gap between women and their male counterparts in DPS.

We also noticed that the experience of staff in the 5–10 year tenure range was significantly less than those in all other tenure groups, and we will undertake some work in this space in 2021–22.



PARLIAMENT'S STRATEGIC PRIORITIES 2019–2023

Priority 1: Modernisation of the Parliament

Priority 2: Strengthening Engagement with the Public and Enhanced Trust in Parliament as an Institution

Priority 3: Safeguarding the Independence of a Strong Parliament

Priority 4: Support Members in their Evolving Role as Elected Representatives

Priority 5: Develop the Capabilities of the Parliament's Workforce

PARLIAMENT PRIORITY 1: MODERNISATION OF THE PARLIAMENT

DPS OBJECTIVES

1. The Parliament will have access to modern digital processes and technology to support its functions.
2. The Parliament will have a built environment that is capable of supporting its evolving needs.
3. DPS will deliver high quality, integrated customer services.

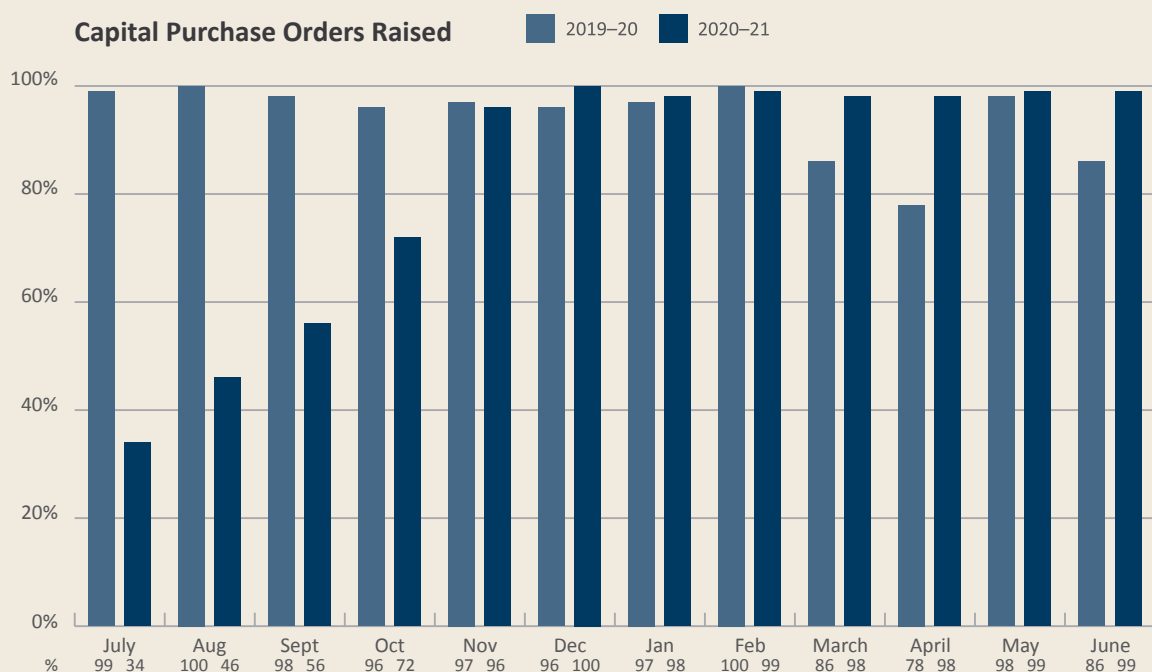
The following projects, initiatives and business as usual activities were completed as part of DPS' work to deliver on the Parliament's Strategic Priority 1 and DPS Objectives 1, 2 and 3:

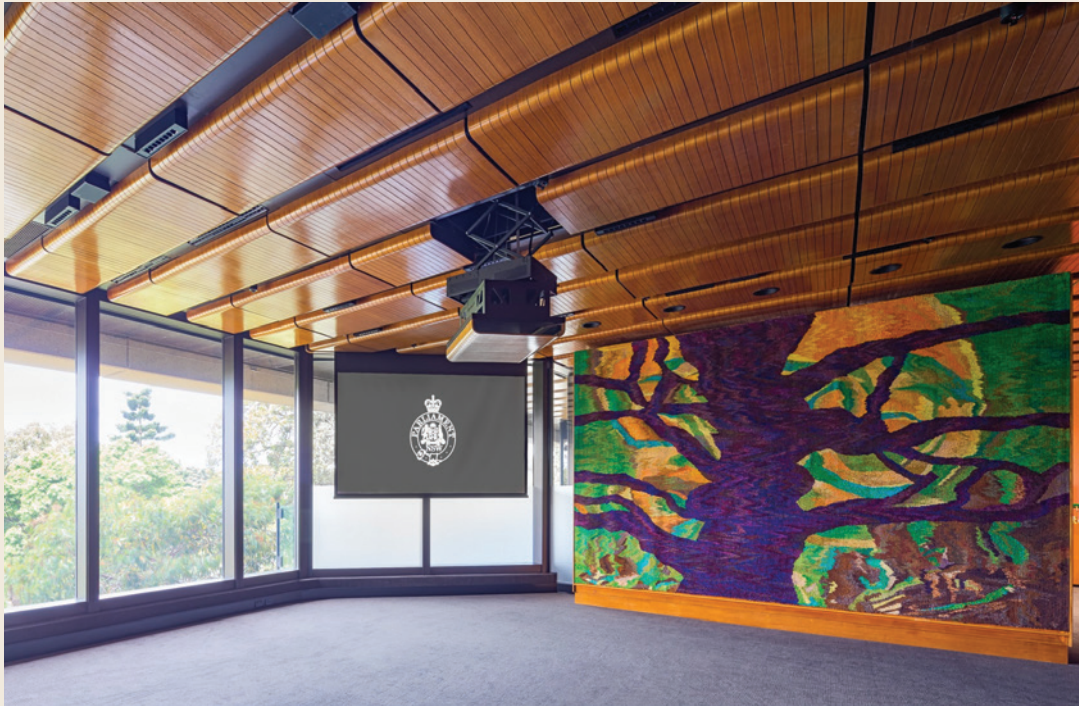
- **Videoconferencing program.** An upgraded videoconferencing room was launched in October 2020, enabling delivery to additional remote and regional schools via Zoom
- **Online public talks and panel discussions.** The Parliament's series of House Talks and the NSW Constitutional Convention were migrated online for the first time, utilising the chamber webcast and streamed via Youtube. 'The Bare Pit' panel event in June 2021 was also broadcast live
- **Security incident reporting portal.** The SolvSafety system was implemented to provide Parliament House and Electorate Offices with a single, centralised reporting portal for all security incidents across the organisation
- **Central plant room.** Remediation and WHS works were undertaken in the Level 1 central plant room, including refurbishment of car park intake fans, removal of a redundant boiler, installation of pallet racking and the repainting of the entire floor surface
- **SAP migration to cloud.** The Parliaments' SAP Finance and Human Resource management systems were migrated from ageing hardware to the cloud for improved security, robustness and performance
- **Adaptive Insights.** Internal forecasting moved from spreadsheets to a modern cloud-based forecasting system
- **Customer experience model.** Work was commenced on an overarching Customer Experience Model for DPS through the Customer Experience Taskforce, with initiatives such as Parli-News and Parli-Projects to better communicate to members and staff, and the Pop Up Desk for consultation with members
- **Enhanced capital reporting.** Improved reporting for capital projects was developed, highlighting key areas, achievements for last period and the key benefits realised for each month
- **Project management system.** The project management system was enhanced with the first phase implementation of a project reporting tool for the project delivery teams, as well as the project management office, finance and corporate areas
- **Event management and POS system.** A tender for a new event management and point of sale system was commenced for Catering. This will result in an increased turnaround for event handling, budget forecasting, system integration and inventory management
- **Upgrade to all catering function areas.** State of the art audio visual equipment, blinds, IPTV, operable walls and lighting were installed across all catering function areas
- **Corporate Accommodation Strategy.** Work on the Corporate Accommodation Strategy commenced, including engaging a contractor to develop a standard for corporate accommodation that will be used for all future works
- **Design Strategy for the Parliamentary precincts.** Development of an overarching design strategy and style guide commenced as part of an overarching Precinct Plan, to capture the requirements of the building to increase visitation and asset utilisation. Engagement workshops were held to collect information about the building and its story
- **Electorate Office fit out guide.** This document was updated, with the addition of a style guide and selection criteria for all new Electorate Office relocations and refurbishments
- **Ceiling and building services replacement project.** Work was completed on the replacement of metal ceiling panels and refurbishment of the timber ceiling panels, as well as the installation of new air conditioning units, fire sprinklers and lights in the Tower Block building. New workspace fit outs with ergonomic workstations and meeting rooms were completed for the level 6 Library. A design was also developed for the level 6 IT services area, including a multi-faith prayer room
- **Disability Inclusion Action Plan.** A draft action plan was developed in consultation with members, staff and industry experts
- **Tower block roof membrane replacement.** This work involved the completion of the first two phases of the membrane replacement to the roof and level 12 balconies to protect the infrastructure below. The kitchen exhaust was also replaced to prevent catastrophic failure

- Captioning/automated transcription.** Hansard is exploring options for captioning or automated transcription to assist reporters with the transcription process and to improve public access to House and committee proceedings for the hearing-impaired community
- Parliamentary Information Management System (PIMS).** Hansard staff have received PIMS training, making their workflow and the production of Hansard more efficient
- Library intranet page.** The library revised the current intranet page to make it more accessible and user friendly. It also made subscription databases easier to find
- Digital workflow of library financial records.** Instead of just digitising paper processes, the library implemented a digital workflow for library financial records from purchase order to receipt paid. The procedures used record management standards
- Data visualisations.** The Parliamentary Research Service used new NGIS software to enhance its data visualisations. New interactive maps showing data at the electorate level for building approvals and Jobseeker recipients were published on the Parliament’s website
- Improvement of budgeting software.** A Members’ Entitlements budgeting module was delivered, budgeting options improved, and monthly reporting for cost centre managers, new budget forecasting functionality and SAP integration introduced
- Optimisation of digital transaction processing.** Significant progress has been made to centralise the receipt of all supplier invoices and to develop automated workflows to forward invoices for approval where required
- Improvement to purchase order system processes.** New purchase order types were created for service purchase orders. Purchase order training materials were also prepared and intensive training was provided as needed
- Broadened use of Zeno expense management system.** The Zeno module for online acquittal of purchase card transactions was successfully rolled out after extensive training
- Established IT infrastructure presence in Microsoft Azure.** This work will allow for the migration of workloads from on premise infrastructure to cloud infrastructure and platform services. The SAP and PIMS environments were successfully migrated.

BRANCH HIGHLIGHT – FINANCIAL SERVICES AND GOVERNANCE

Improved capital reporting. Financial Services and Governance worked collaboratively with the project management teams to develop and improve capital reporting. The milestones achieved during the year have enabled better accuracy in capital spend projections, through training in purchase order compliance and cost reporting. This is supported by capital purchase orders raised increasing from 86 per cent in June 2020 to 99 per cent in June 2021.





BRANCH HIGHLIGHT – CAPITAL WORKS STRATEGY AND DELIVERY

Ceiling and building services replacement. This project addressed existing aging infrastructure at risk of catastrophic failure. As the project was funded over five years, it has been incorporated with other programs of work to prevent future disruption to the same areas.

The refurbishment of the Members' Dining Room and Strangers' function space was undertaken with the audio visual team in Digital Transformation. The upgrades included audio-visual infrastructure, new server rooms to meet the additional requirements of the building, operable walls, new ceilings, and refreshed building services components such as lighting, air conditioning, and emergency ventilation. The finished spaces now allow for better public and member engagement.

PARLIAMENT PRIORITY 2: STRENGTHENING ENGAGEMENT WITH THE PUBLIC AND ENHANCED TRUST IN PARLIAMENT AS AN INSTITUTION

DPS OBJECTIVES

4. The Parliament will have expanded engagement programs that increase participation across the NSW community.
5. The Parliament will have enhanced transparency and accountability through the use of contemporary governance and assurance frameworks.

The following projects, initiatives and business as usual activities were completed as part of DPS' work to deliver on the Parliament's Strategic Priority 2 and DPS Objectives 4 and 5:

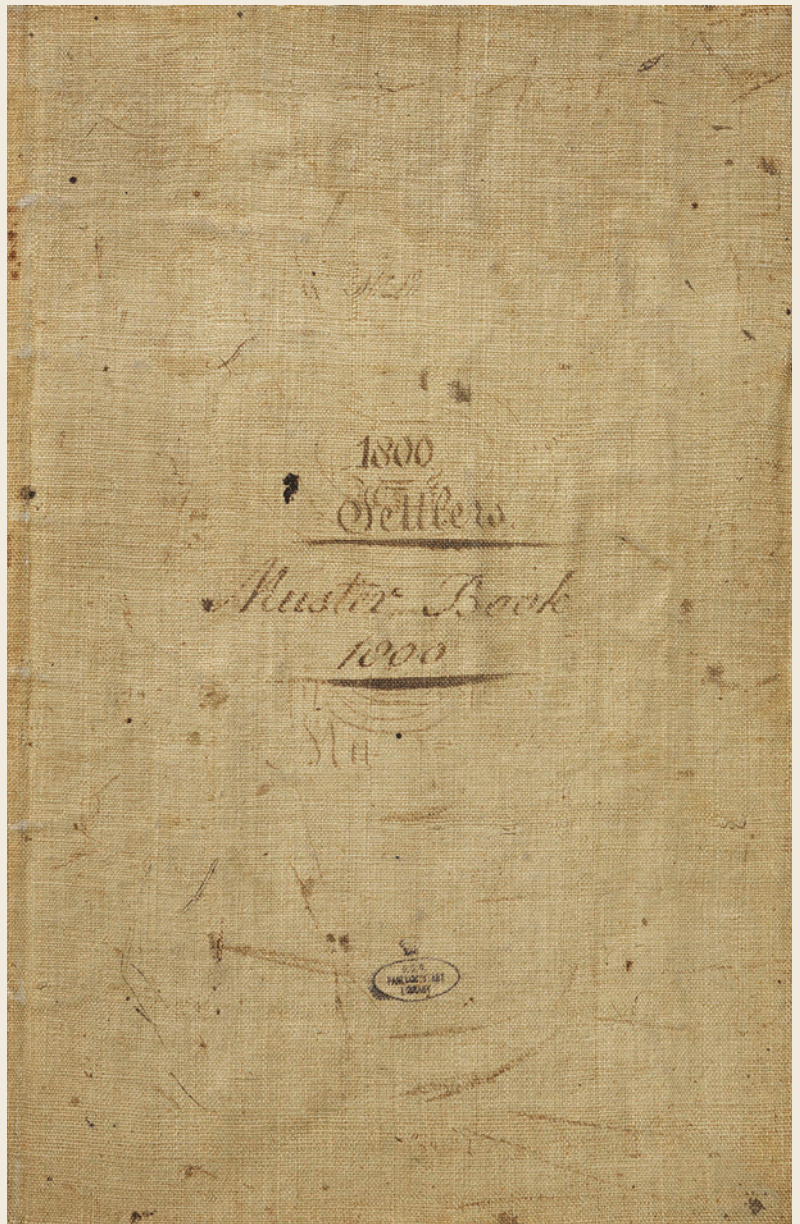
- **Increased number of events.** DPS Communications, Engagement and Education ramped up its public events program, delivering nine talks or panel events in the last half of the financial year, up from an average of two per year
- **Inaugural Festival of Democracy.** The Parliament explored innovative and original ways to engage families in democracy, launching a 'festival' of craft and education activities for children to learn about their state parliament
- **Engagement with the Aboriginal community.** DPS appointed the NSW Parliament's first Aboriginal Liaison Officer in recognition of the ongoing importance Aboriginal voices play in the future of the Parliament. This historic appointment will help the Parliament continue to build and strengthen its relationships with Aboriginal communities. A number of initiatives and events have been held including a public sector leadership panel during Reconciliation Week; the Koori Kitchen Takeover, featuring Aboriginal chefs cooking at Parliament House; a Parliamentary commemoration of the anniversary of the National Apology; working with the Legislative Council on renewed engagement with Aboriginal artists about the Parliament's 'Reconciliation Wall' exhibition space
- **National Reconciliation Week.** A new initiative called Public Sector Leaders in Conversation was launched, under which influential public sector leaders came together in a public panel discussion around the theme: 'More than a word. Reconciliation takes action.' The panel discussion was streamed online, with more than 575 viewers during and post event
- **NSW Constitutional Convention.** DPS hosted the NSW Constitutional Convention student program online for the first time, resulting in more than 130 registrations
- **CALD audiences.** DPS translated NSW Parliament visitor brochures into the top five languages spoken throughout NSW, enabling multicultural communities to better access the information
- **"Passing a Bill" animation.** DPS created and developed a new animation to communicate the process behind the passage of legislation, demystifying an important topic for the public
- **Camera operator viewpoints.** Camera operators in committees can now provide multiple views of the committee, replacing the previous single fixed view
- **Electronic petitions.** Citizens of NSW can now submit petitions online to the Legislative Assembly (Legislative Council to follow in coming year)
- **'Dining at Parliament' cookbook.** A collaborative and cross branch initiative was launched to create a dining cookbook, highlighting the history of wine, food, special visits and historical events in the NSW Parliament
- **Catering marketing and sales plans.** Plans were delivered and implemented to adapt to the impacts of COVID-19, new technologies, re-engaging and growing our customer base into the future
- **Procurement.** Our procurement capability was enhanced to ensure that public money was spent responsibly, effectively, and efficiently, with value for money as the primary consideration
- **OzHarvest initiative.** The kitchen team provided over 160,000 meals to OzHarvest to assist with food provision for the vulnerable in the community
- **Sydney Rare Books week.** Members of community were introduced to The Settler's Muster Book 1800, the earliest record of a muster to have survived and other historical material held by the Parliamentary library during Sydney Rare Books week
- **DPS annual report.** The DPS annual report was enhanced to include more performance reporting. Additional reporting opportunities were identified from the Annual Reports (Departments) Act 1985 relevant to the DPS, to enhance performance reporting
- **Digitisation of historic resources.** The digitisation of Parliamentary papers, Bills and images was undertaken in order for these documents to be accessible by members and community of NSW through the Parliament website

- **TV news coverage.** DPS Communications, Engagement and Education secured a number of television media stories including a Channel Nine news story highlighting the history of NSW Parliament House, a Seven News story about the Parliament's inaugural Festival of Democracy and a Seven News story about the travelling Queen's Album exhibition
- **Promotion of research papers.** The Parliamentary Research Service promoted the research papers released on the Parliament's website on Twitter and LinkedIn to facilitate engagement with the NSW public. Research papers were also added to the Analysis and Policy Observatory website, an open access evidence platform, to enable collaboration with external researchers, policy analysts and academics.

BRANCH HIGHLIGHT – HANSARD, LIBRARY AND RESEARCH

The Settlers' Muster Book. On 26 February 2021, *The Settlers' Muster Book 1800* was officially added to the UNESCO Australian Memory of the World Register. The Register honours documents significant to the history and heritage of Australia and advocates for their preservation. The library is very proud to be the custodian of this unique document that is of great significance to the history of NSW and Australia.

The Settlers' Muster Book 1800 is a collation of information gathered in 1800 and 1801 that provides historians a detailed look at the early history of European settlement in Australia. The significance of this manuscript lies in its rarity. It is the earliest surviving record of a muster in NSW, and therefore, one of the earliest records of life in colonial Australia.



BRANCH HIGHLIGHT – COMMUNICATIONS, ENGAGEMENT AND EDUCATION

Growth of key education and community engagement events online. As a response to the COVID-19 pandemic, the NSW Parliament proved agile and adept, turning many of its public programs into online live-stream events. This included the NSW Constitutional Convention (pictured), which saw more than 130 students tune in to hear a keynote address from University of Sydney Professor Anne Twomey (pictured, opposite page) about the relevance of the Australian Constitution during a year of bushfires and the COVID-19 pandemic. The program also featured Speaker of the Legislative Assembly the Hon Jonathan O’Dea MP.

BRANCH HIGHLIGHT – PARLIAMENTARY CATERING

OzHarvest initiative. This initiative was a collaborative effort between Finance and Catering, with over 160,000 meals provided to OzHarvest for vulnerable members in the community since it began in April 2020. The NSW Parliamentary kitchen has been one of the biggest contributors to homeless and vulnerable people in NSW during the COVID-19 pandemic – a significant community engagement initiative and collaborative effort from all those involved.

PARLIAMENT PRIORITY 3: SAFEGUARDING THE INDEPENDENCE OF A STRONG PARLIAMENT

DPS OBJECTIVES

6. The independence of Parliament will be strengthened through the introduction of a Parliamentary Services Act.
7. The independence of Parliament will be strengthened through the introduction of a new model of financial appropriation.
8. A formal network will be established to foster and enhance relationships with the parliamentary services functions in other parliaments.

The following projects, initiatives and business as usual activities were completed as part of DPS' work to deliver on the Parliament's Strategic Priority 3 and DPS Objectives 6, 7 and 8:

- **Financial independence** – A second submission was made to the Public Accountability Committee Inquiry into Budget Process for Independent Oversight bodies and the Parliament of NSW
- **Department of Parliamentary Services conference.** The inaugural online conference was hosted and facilitated by DPS, reaching over 300 participants across Australian and Pacific Parliaments
- **Parliamentary Services Act.** Research was commenced into the possibility of introducing a Parliamentary Services Act with a paper prepared for the Parliamentary Executive Group
- **Technology information sharing.** Information about technology initiatives continues to be exchanged with other jurisdictions through the Australia and New Zealand Parliamentary Information Technology (ANZPIT) forum
- **Reference and Research Symposium.** The library team participated in the Reference and Research Symposium run by the Victorian Parliamentary Library
- **Library study tour.** Library staff visited the Commonwealth Parliamentary library on a study tour as part of the current library review to provide a new service model
- **Cyber Security groups.** IT Services represented NSW Parliament on the Cyber Security NSW – Cyber Security Steering Group, and Cyber Security Operations group meetings.



PARLIAMENT PRIORITY 4: SUPPORT MEMBERS IN THEIR EVOLVING ROLE AS ELECTED REPRESENTATIVES

DPS OBJECTIVES

9. Members will have access to services, equipment and facilities to support their role anywhere, anytime.
10. Members and staff will have access to a comprehensive range of professional development and well-being programs.

The following projects, initiatives and business as usual activities were completed as part of DPS' work to deliver on the Parliament's Strategic Priority 4 and DPS Objectives 9 and 10:

- **COVID Safe Parliament plan.** A COVID-19 plan was designed and implemented to safely open Parliament House for sittings to occur and business to resume
- **COVID-safe Electorate Office plans.** 98 Electorate Offices were assisted to develop COVID safe plans
- **Electorate Offices repairs and maintenance.** Over 360 repair and maintenance requests were actioned and three brand new Electorate Offices delivered
- **Professional Development Program.** Human Services continued to support the professional development of members, beginning with an information session outlining the options and resources available to them
- **Training calendar.** A training calendar was launched for members' staff with new courses including a vital information series, strengthening skills for sensitive interactions with constituents and mental health support
- **Parliament on Demand.** Self-service video clipping of chamber and committee footage was made available to all members and their staff, replacing the previous labour-intensive process of requesting clips made in the library
- **IPTV (internet protocol TV).** New smart TVs were installed in all members' offices on Level 11 as the first stage of the IPTV rollout which will replace all TVs in the coming year. IPTV offers greatly increased flexibility and a larger number of internal channels. IPTV was also installed in the Parliament's function areas
- **Electorate liaison and outreach.** DPS engaged an Electorate Liaison and Outreach Coordinator as part of the Communications, Engagement and Education branch to support members' engagement with constituents, particularly around events and education initiatives. Members receive shell letters and media releases for distribution, printed and digital collateral and digital school toolkits
- **Member participation in education and community engagement programs.** Members are regularly invited to appear as part of student programs and public panel discussions, supported with digital and social media collateral to assist them in promoting the event and their participation. This provides members with the opportunity to take part in discussions around Parliamentary process and democracy, and to share their views and experiences
- **Aboriginal liaison support.** The DPS Aboriginal Liaison Officer provided support and strategic policy advice on a number of Legislative Assembly and Legislative Council initiatives and materials, and participated in a regional visit to encourage and facilitate Aboriginal testimony at committee hearings
- **DPS intern program for members.** The DPS Communications, Engagement and Education branch coordinated and supported the placement of more than 20 university students with members to support their parliamentary work
- **Parliamentary committees during COVID-19.** The running of parliamentary committees was maintained during the COVID-19 pandemic through virtual (everyone remote) and hybrid (mix of remote and onsite attendance) committees – as well as remote broadcasting of regional committee hearings, a first for any Australian jurisdiction
- **Mobility enhancements.** IT Services deployed remote working capabilities to members and staff prevented from entering their usual workplace due to COVID-19. This included the deployment of remote access tokens; software phones for Electorate Office staff to answer the main phone from home; an upgrade of infrastructure to accommodate the increase in users connecting via that method; and the rapid deployment of laptops for members and staff with no other means to connect
- **Remote working.** New laptop equipment was deployed to all members, including enhanced remote working capabilities to provide more flexibility when working away from the office
- **Members' computers and printers.** New '2 in 1' combined laptop/tablets were provided for members. New multi-function printer/scanner/copiers were also provided to members' offices
- **WiFi and NBN.** NBN connection and WiFi networks were rolled out to Electorate Offices to replace ageing hardware, with a significant improvement in network bandwidth (from 10Mbps to 50 Mbps)

- **Electorate Office upgrades.** Upgrades were delivered to nominated sites to ensure Electorate Offices have the required infrastructure to undertake their duties
- **Hansard staffing.** Hansard received additional funding from NSW Treasury to increase staffing capacity to help manage the increased House sitting hours and additional committees workload
- **Information access and media monitoring support.** The library continued to support members in their information, research and media monitoring needs
- **Customised research papers.** The Research Service completed 232 customised research papers for individual members and some Committees. This included a briefing to assist a Legislative Council Select Committee's inquiry into the provisions of the *Public Health Amendment (Registered Nurses in Nursing Homes) Bill 2020*
- **Research publications.** The Parliamentary Research Service published 13 research papers on the Parliament's website, including *NSW school education: PISA 2018, socioeconomic background and proposals for reform; The use of artificial intelligence by government: parliamentary and legal issues;* and *Transitioning Communities Dependent on Coal Mining in NSW.*
- **NSW Ombudsman partnership.** In a first for the Parliamentary Research Service, one of the published research papers involved a collaboration with the NSW Ombudsman's office: *NSW public health restrictions to deal with the COVID-19 pandemic: A chronology*
- **Media monitoring.** Examination of a new self-serve media monitoring system commenced to make it easier for members to access current media issues in all formats and across media platforms
- **Zeno expense management system.** All members and their staff are now using the Zeno expense management system. The number of members and their staff trained in the use of Zeno was increased to 131 during the year, with the remaining members to be trained early in 2021–22
- **Cyber security.** IT Services established for the first time a new position of Manager, Cyber Security. This position will focus on improvements to NSW Parliaments cyber security maturity and governance
- **Digital security plan.** A three-year plan was developed that provides a roadmap to align with industry best practice. The plan combines technology solutions with new or improved processes to uplift our cyber security maturity.

BRANCH HIGHLIGHT – DIGITAL TRANSFORMATION

Parliamentary committees during COVID-19. When COVID-19 struck, the Digital Transformation branch needed to respond as soon as possible, in particular to enable Parliamentary committees to continue operation. From a base position of all committees being held in person at Parliament House, DPS developed the facility to successfully run virtual (everyone remote) and hybrid (mix of remote and onsite attendance) committees and these have now become the norm.



PARLIAMENT PRIORITY 5: DEVELOP THE CAPABILITIES OF THE PARLIAMENT'S WORKFORCE

DPS OBJECTIVES

11. A highly capable and engaged DPS workforce will meet the changing needs of Parliament, its members and the NSW community.

12. An adaptive DPS organisational structure will enhance the delivery of services to a modern Parliament.

The following projects, initiatives and business as usual activities were completed as part of DPS' work to deliver on the Parliament's Strategic Priority 5 and DPS Objectives 11 and 12:

- **DPS realignment.** A whole of DPS realignment was undertaken, including extensive consultation with the department and stakeholders. The new structure was implemented in December 2020
- **Strategic planning capability.** The department's planning capability was further refined, future initiatives prioritised, and a Planning, Insights and Performance team formed to further strengthen our capacities in this area
- **Branch and operational planning.** The processes, tools and mechanisms for branch and operational planning were implemented, supported by the development of planning capability across the department
- **Capability Framework.** A project was completed by Human Services to transfer all existing position descriptions to a new format to include the NSW Public Sector Capability Framework. This provides staff with an understanding of the capabilities needed for their career path
- **Media training.** The DPS Communications, Engagement and Education team conducted a training workshop with Committees staff of the Legislative Assembly and Legislative Council on ways to increase media engagement, write an effective media release and develop strategy and collateral
- **Awareness of Aboriginal employment initiatives.** The DPS Aboriginal Liaison Officer has advised people managers on how to best support their Aboriginal staff at Parliament, as well as promoting employment at the Parliament through positive media and social media stories
- **IT operating model.** IT Services reviewed their existing structure and processes, with a focus on a future state operating model. A new model for the operation and support of Parliament's information technology was developed to support the increasingly cloud and subscription based systems. This involved new roles and opportunities for IT staff, replacing old roles but with no redundancies
- **Technology training.** Training and online information has been developed for the new technology tools being rolled out to members and staff as part of the Digital Transformation programs of work
- **Koori Kitchen Takeover.** In the lead up to NAIDOC week, Parliament's Executive Chef guided six young chefs in the NSW Parliament kitchen as part of the inaugural Koori Kitchen Takeover program, in partnership with the National Centre of Indigenous Excellence and the National Indigenous Culinary Institute. This also provided an opportunity for our own chefs to learn about native ingredients
- **Tasting Success.** Parliament again participated in the Tasting Success mentoring program, designed to encourage female chefs to complete their apprenticeships and embark on a career in hospitality
- **Hansard roster review.** Hansard engaged an independent consultant to undertake a roster assessment and design review to help determine future staffing and rostering needs based on a workload analysis
- **Hansard training program.** Hansard developed and launched a formal training program for new staff, under the guidance of a dedicated training officer
- **Fatigue management.** Work continued on the implementation of Hansard's fatigue management plan and associated measures
- **Library and Research Service Review.** An independent consultant conducted a review of the NSW Parliamentary Library and Research Service and made recommendations for a 'Library of the future'. Staff workgroups were established in the library and research service to develop options for implementing the recommendations in 2021–22. Change management training was also provided for all library staff through an IPAA workshop as part of the preparation for the review
- **Leadership development and financial management.** The Financial Services team developed and delivered training courses for budget owners to assist with budgeting and forecasting
- **Internal NSW Procurement Policy.** This policy was updated to enhance our procurement and contract management capabilities
- **Digital Transformation development opportunities.** IT Services and library staff have had opportunities to take up roles as technical leads, project managers and other supporting roles in the Digital Transformation project team

- **Apprenticeship program.** Catering commenced an apprentice chef training program, the first ever of its kind at Parliament. Two apprentices have since been welcomed to the kitchen team.

BRANCH HIGHLIGHT – PEOPLE, PROPERTY AND SECURITY

Diversity and Inclusion website. The People, Property and Security Branch developed and launched the DPS Diversity and Inclusion website on the Parliament’s intranet. The site outlines the diversity groups of particular focus for the Parliament, and includes links and resources to access further information. Our calendar of significant dates also promotes greater inclusion by acknowledging important days, festivals and other events throughout the year.



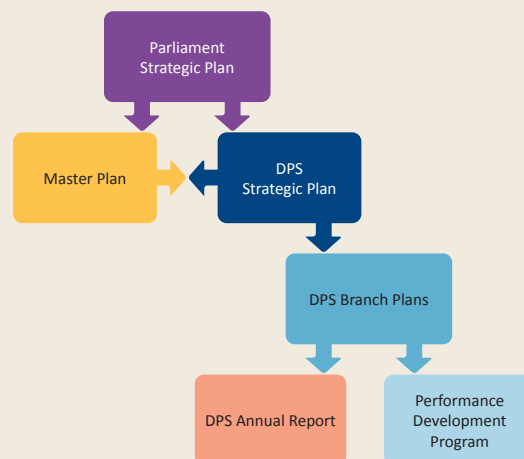
BRANCH HIGHLIGHT – IT SERVICES

IT Operating Model. IT Services participated in a comprehensive review of its people and processes and developed a new operating model designed to meet the changing needs of the Parliament. The new IT operating model recommended changes across four areas: Capability, People, Process and Technology. All these recommendations will be implemented, providing opportunities for staff to explore new roles and uplift capabilities in their current positions. The core dimensions of the new model, represented in the diagram pictured, ensure a holistic design that will enable IT Services to effectively shift operating practices, enable contemporary ways of working, and address our existing challenges.



BRANCH HIGHLIGHT – PLANNING, INSIGHTS AND PERFORMANCE

Strategic Planning intranet page. The Planning, Insights and Performance Unit launched a new strategic planning page on the intranet, bringing all the planning related documents DPS has into one convenient location. The purpose of the page is two-fold: to make the documents more accessible, and to educate our department how strategic planning operates and is interlinked in our organisation.



GOVERNANCE

AUDIT AND RISK COMMITTEE

The Parliament's Audit and Risk Committee operates in accordance with NSW Treasury Policy Paper 'Internal Audit and Risk Management Policy for the General Government Sector' (TPP20-08). The Committee's Charter states that the objective of the Committee is "to provide independent assistance to the Clerks and the Chief Executive 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 Alex Smith (Chair), Ms Carol Holley, Mr Ian Gillespie and Ms Christine Hawkins. Mr David Antaw served on the Committee until the conclusion of his term of appointment on 31 May 2021. Mr Gillespie and Ms Hawkins were appointed to the Committee on 1 June 2021. All members are independent.

The Committee met six times during 2020–21 and member attendance is shown in the table below.

Audit and Risk Committee Members	Number eligible to attend	Number attended
Mr Alex Smith (Chair)	6	6
Ms Carol Holley	6	3
Mr David Antaw	5	5
Mr Ian Gillespie	1	1
Ms Christine Hawkins	1	1

The Committee oversaw and monitored the following activities in 2020–21:

- Risk assessments including updates to the Parliament's Corporate Risk Register
- Endorsement of the Parliament's Strategic (three year) and annual internal audit plans
- Progress against the Internal Audit Plan
- Final internal audit reports
- Status reports on the implementation of internal audit and external audit recommendations
- Internal Audit Quality Assessment
- Draft and Final Legislature Annual Financial Statements
- Internal financial performance reports
- The Parliament's early close procedures
- The Audit Office of NSW's Client Services Report and 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
- Reports on fraud and corruption control.

The Parliament voluntarily complies with the Internal Audit and Risk Management Policy for the General Government Sector (TPP20-08). It was agreed by the Audit and Risk Committee at its March 2021 meeting that an internal attestation should be made to the Audit and Risk Committee. The attestation has been completed and provided to the Audit and Risk Committee at the June meeting.

INTERNAL AUDIT

The Parliament's Internal Audit function is an independent review activity headed by the Chief Audit Executive. The Internal Audit Function reports functionally to the Audit and Risk Committee on the results of completed audits, and for strategic direction and accountability purposes. The Chief Audit Executive also reports administratively to the Clerks and Chief Executive to facilitate day-to-day operations.

The Chief Audit Executive manages an annual plan of risk-based audits through an outsourced audit service provider. The annual audit plan for 2020–21 was endorsed by the Audit and Risk Committee in July 2020.

During 2020–21, the following final audit reports were presented to the Audit and Risk Committee:

- IT Security
- Members' Entitlements financial year 2018–19
- Members' Entitlements financial year 2019–20
- Recruitment
- Work from Home Control Environment.

In addition to the above, work was undertaken on the following two internal audit reviews from the 2020–21 audit plan, with final reports to be issued in early 2021–22:

- Procurement and Contract Management, (fieldwork substantially progressed)
- Physical Security (draft report issued prior to 30 June 2021).

Reflecting the agile approach taken to internal audit in the organisation, an additional engagement to review Project Assurance was brought into the program during the year. Fieldwork was completed in 2020–21 and the final report is due early in 2021–22.

An updated Audit Universe, Strategic (three year) internal audit program, and annual audit plan for 2021–22 was prepared in consultation with senior management and endorsed by the Audit and Risk Committee in June 2021.

ENTERPRISE RISK MANAGEMENT

The Parliament’s Enterprise Risk Management Framework incorporates all of 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 2020–21.

The Parliament maintains a Corporate Risk Register which is subject to quarterly review by the Parliament’s Senior Management Group and the Audit and Risk Committee. In addition, the departments and DPS branches maintain Operational Risk Registers which are reviewed within the department/branch on a quarterly basis.

A network of “Risk Champions” was established in 2019–20. The purpose of this network was to promote better practice in risk management across the Parliament, embed risk management in business processes, and coordinate on cross-departmental risks. The network met twice in 2020–21.

INSURANCE

The Parliament’s insurance requirements are managed as part of the Treasury Managed Fund (TMF) portfolio. Under the TMF management arrangements, the Parliament’s business insurer is Gallagher Bassett for all insurance lines except for workers’ compensation insurance, which is provided by Employers Mutual. Deposit premiums paid to the TMF for all lines of insurance over the past five years are shown in the table below.

	2020–21	2019–20	2018–19	2017–18	2016–17
	\$	\$	\$	\$	\$
Property	320,971	229,780	203,150	173,230	179,100
Workers’ Compensation	538,455	340,804	402,790	483,882	371,277
Motor	935	540	580	750	750
Liability	98,735	52,990	51,090	49,740	52,420
Miscellaneous	25,455	7,060	5,230	5,930	9,030
Total	984,542	631,174	662,840	713,532	612,577

BUSINESS CONTINUITY MANAGEMENT

The Parliament has continued to implement and maintain its Business Continuity Management System to support operations through business interruption events in 2020–21. Two meetings of the Business Continuity Governance Group were held, with representation from all three Parliamentary departments.

A key item of business was the structure and effectiveness of the Business Continuity Management System through the response to the COVID-19 pandemic, which was an ongoing business interruption event for the Parliament during the year. The system was considered to have operated effectively, particularly in the transition to remote work arrangements. Further gains in business continuity are anticipated from the digital transformation project work currently underway.

The Parliamentary precincts was attended by an individual who tested positive to COVID-19 in June 2021 and measures were rapidly put in place to ensure safety and continuity of essential Parliamentary business. A review of the response to this incident identified that the situation was well managed, and a number of minor recommendations were made for the continuous improvement of our business continuity response in 2021–22.

FRAUD AND CORRUPTION PREVENTION

The Parliament's Fraud and Corruption Control Committee met three times in 2020–21. The Committee oversaw activities from the Fraud and Corruption Control Plan, key of which was the Fraud Health Check Survey released in January 2021. The survey revealed results in the 96 to 100 per cent range across areas of importance to fraud control and corruption prevention including: awareness of the code of conduct; awareness of what to do if offered a bribe or gift; awareness of conflicts of interest; and awareness of ethical behaviour policies. The survey results were strongly positive overall. The Committee also gave consideration of the ICAC guidance on managing corruption risks during the COVID-19 outbreak.

Following the introduction in June 2020 of an online training module on *Ethical Values and Fraud and Corruption Prevention*, the

Committee worked to increase the completion rate from 27 per cent to over 80 per cent of all staff in 2020–21.

PUBLIC INTEREST DISCLOSURES

As per Section 31 of the *Public Interest Disclosures Act 1994*, all agencies including Parliament are required to report on their Public Interest Disclosures (PIDs).

Parliament has a Public Interest Disclosure Policy accessible via the intranet, and ensures that staff are aware of this policy. The policy was last reviewed and updated in 2019–20. The Human Services team delivers a session on PIDs at the induction program for new staff.

No public officials made a PID to DPS during this reporting period. No PIDs were received and no PIDs were finalised in the reporting period.

OVERSEAS TRAVEL

No overseas travel was undertaken by DPS employees in 2020–21.

CONSULTANTS

There are no consultancies to report.

INDUSTRIAL RELATIONS

DPS is pleased to report there were no formal Industrial Relations disputes in 2020–21.

EXTERNAL COSTS INCURRED IN PRODUCTION OF ANNUAL REPORT

The production of the 2019–20 Annual report incurred external costs of \$3,217.50.

The production of the 2020–21 Annual Report incurred external costs of \$523.60.

FINANCIAL COMMENTARY

The net cost of services for the Department of Parliamentary Services was \$33.982 million and represents 19.5 per cent of the total net cost of services of the Parliament for the 2020–21 financial year. This reflects an unfavourable variance of \$0.685 million or 2.06 per cent against the budget of \$33.297 million.

The main components of the variance include:

- Employee related expenses being lower than budget by \$573,000, owing to a \$632,000 underspend in Crown assumed employee expenses, offset by \$46,000 higher than budgeted employee expense
- Operating expenses being \$1.361 million under budget, largely as a result of a carry forward to 2021–22 of \$864,000, lower contract fees of \$182,000, and an underspend on IT costs of \$416,000
- Revenue being \$2.432 million lower than budget, with the sale of goods and services \$2.807 million lower than budget due to the impact of COVID-19 on sales, offset by higher other income of \$375,000.

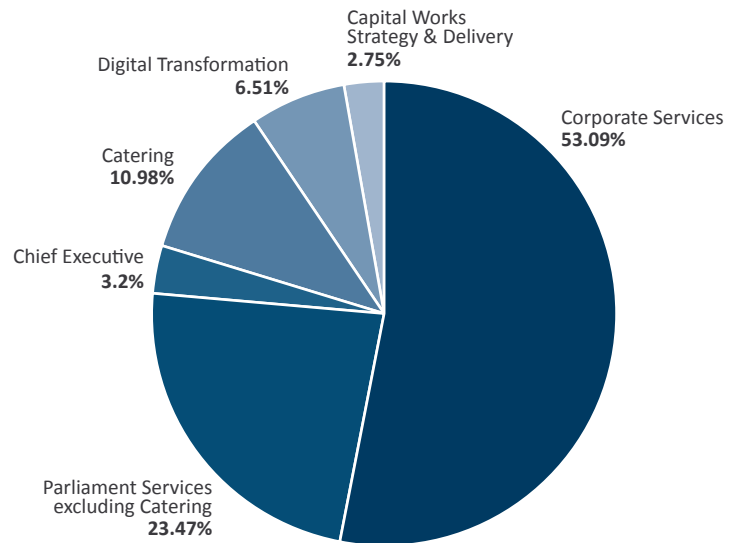
The net cost of services was \$76,000 higher than the previous year with the major items comprising of employee related expenses which were \$99,000 lower, operating expenses being \$2.982 million lower, loss on disposal increasing by \$19,000, sales of goods and services lower by \$2.277 million, other income being \$345,000 higher, and grants and contributions decreasing by \$709,000.

The catering activities, including the hosting of functions, generated 59 per cent of the department’s revenue, which supports the operations of the Parliament and encourages community access.

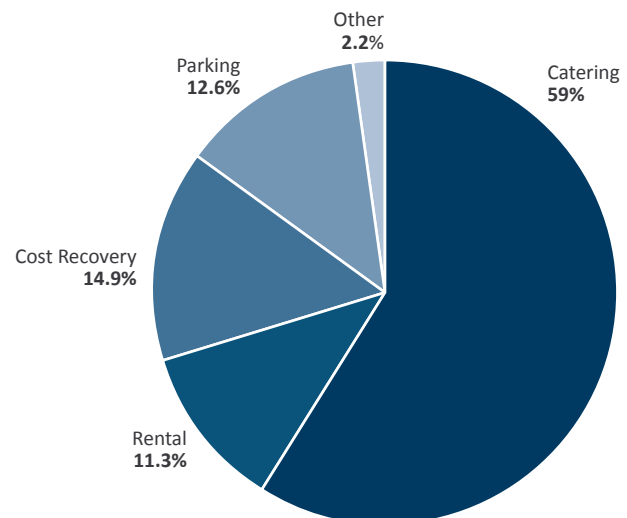
Direct employee related expenses accounted for 56.5 per cent of the total expenses of the Department of Parliamentary Services.

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 DPS.

DPS Total Expenses



DPS Revenue



START OF UNAUDITED FINANCIAL STATEMENTS

Department of Parliamentary Services Statement of comprehensive income for the year ended 30 June 2021

	Actual 2021 \$'000	Budget 2021 \$'000	Actual 2020 \$'000
Expenses excluding losses			
Employee related expenses	21,951	22,524	22,050
Operating expenses	11,257	12,618	14,239
Depreciation and amortisation	4,562	4,439	4,065
Total expenses excluding losses	37,770	39,581	40,354
Revenue			
Sale of goods and services	3,294	6,101	5,571
Grants and contributions	—	20	709
Other income	558	163	213
Total revenue	3,852	6,284	6,493
Gain/(loss) on disposal	(64)	—	(45)
Net cost of services	33,982	33,297	33,906

End of Unaudited Financial Statements

CONTACTS

Department of Parliamentary Services
Parliament of NSW
6 Macquarie Street
Sydney NSW 2000

Phone: (02) 9230 2111
Email: DPS.ExecutiveOffice@parliament.nsw.gov.au
parliament.nsw.gov.au

Hours: Monday to Friday, 9am to 5pm (excluding public holidays)

Cover photograph:
Photographs [of] New South Wales, [1879–ca.1891]
New South Wales Government Printing Office
Dixson Library, State Library of New South Wales



www.parliament.nsw.gov.au



facebook.com/parliamentnsw



instagram.com/nswparliament



linkedin.com/company/parliamentofnsw/

