



DEPARTMENT OF  
PARLIAMENTARY  
SERVICES

**ANNUAL REPORT**

2020

## LETTER OF TRANSMITTAL

The Hon John Ajaka 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 2020.

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 2019–20 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**

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## PRESIDING OFFICERS' FOREWORD

We are pleased to provide an introduction to the Annual Report of the Department of Parliamentary Services (DPS) for the year ending 30 June 2020. Without the work that DPS does, the Parliament would be a very different and much less productive place.

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With the commencement of the 57th Parliament came the opportunity to develop a series of Parliamentary priorities for this period. A strong collaborative and co-operative team effort between the Presiding Officers and three Parliamentary Department Heads in 2019-20 led to the development of the five priority areas that are the focus for the 57th Parliament. These strategic priorities will allow members and staff to better respond to and meet the needs of the New South Wales community.

DPS has worked in collaboration with the departments of the Legislative Council and Legislative Assembly to deliver the second iteration of the Parliament's Master Plan. Informed by the Parliament's Strategic Plan 2019-23, the Master Plan outlines the key strategies the Parliament will implement and projects to be undertaken. This will ensure an effective and efficient Parliament for members, staff and the people of New South Wales, both now and into the future.

As a result of tireless work on the Master Plan and business cases, DPS was instrumental in gaining funding for a variety of major projects to future-proof the Parliament. These included a complete refurbishment of the Parliament's audiovisual set up, replacement of the roof membrane on the Tower Block building, funding for systems such as PIMS and cloud-based solutions to enhance the flexibility of how the Parliament works, and funding to complete the Ceiling and Building

Services upgrade. This work is in addition to ongoing projects such as Electorate Office fitouts, minor capital works, accessibility works, and security updates. The largescale investment in our physical and digital assets will ensure we can meet the requirements of a 21st century Parliament.

A review of 2019-20 should not pass without mention of the ongoing COVID-19 pandemic. The Department needed to roll out new technology in a very short time frame to ensure that members and staff were able to work from home, while continuing to provide the high quality and professional services that are expected of the Parliamentary institution. It is a testament to the skills and passion of the staff of the Department how seamlessly and quickly this transition proceeded. DPS also worked diligently to provide regular COVID-19 updates to the Parliamentary community, to ensure that the latest information was always available. We commend the Department on their efforts throughout this crisis.

Finally, we congratulate and thank Chief Executive Mark Webb and his executive team for their leadership and dedication in what has been an unprecedented year in the Parliament. Thank you too to the dedicated DPS staff whose hard work and commitment have allowed the Department to once again deliver professional and efficient services, and continue to serve the people of New South Wales in 2019-20.

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

**The Hon John Ajaka MLC**  
President of the Legislative Council



## CHIEF EXECUTIVE'S REVIEW 2020

Words like 'unprecedented' and 'pivot' have been bandied around organisations throughout 2020, and it has been no different for the Department of Parliamentary Services. The impact of bushfires, then floods and a global pandemic have forced significant and quick changes on the NSW Parliament, and required that DPS rethink the way we undertake our work. I'd like to start this year's review by thanking the women and men of DPS for all of your tireless efforts to support the important work of the Parliament during such difficult times. I am deeply honoured to have served beside you this year.

The Parliament's COVID-19 response was central to our work in 2020. I'm immensely proud of the work DPS did to not only look after the health and safety of everyone in the parliamentary family, but also the way in which we were able to rapidly deploy new technology options to keep people connected. The results of that work will resonate for years to come, with the capacity for the general public to participate in parliamentary processes remotely being one great example of a change that will have lasting impact.

While DPS has provided IT, HR and Members' Entitlements services to electorate offices for many years, in August 2019 we welcomed the management of the physical infrastructure of electorate offices into our portfolio of services. The EO Services team has managed the transition fantastically well, and I am incredibly pleased that we are finding more and more ways to provide better integrated services to our colleagues in electorate offices as a result.

For the last few years, DPS has been collaborating with our colleagues in the House Departments to create a more rigorous long term planning framework, including a 10 year strategic capital plan and high quality, independently reviewed business cases. I'm pleased to say that this hard work paid off in 2019-20, with major projects across the technology and physical infrastructure domains

approved, starting in 2020-21. These projects have enabled us to provide the equipment needed to navigate COVID, and begin to address the significant backlog of work needed to create a contemporary parliament. There is more to do, but this investment is an excellent start.

As a result of this success, in June 2020 DPS kicked off the first major review of its structure since the department was created in 2008. Initially, we adopted an interim structure that allowed us to start work on our new major projects. In the first part of 2020-21, we will review our long term needs and finish realigning the department to meet the challenges of the future.

On behalf of DPS I'd like to thank President Ajaka and Speaker O'Dea for their support and leadership during 2019-20. Both Presiding Officers have a passion to improve the Parliament, and this is reflected in the reform agenda outlined in the priorities for the 57th Parliament.

Adversity brings people together, and my particular thanks go to David Blunt and Helen Minnican and their Departments for the passion and expertise they bring to every interaction.

I am proud to present this annual report for 2019-20.

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





*Enabling the Parliament,  
serving New South Wales.*



## DEPARTMENT OF PARLIAMENTARY SERVICES

### THE DEPARTMENT

The Department of Parliamentary Services (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 is overseen by the Chief Executive, Parliamentary Services and in 2019-20 was delivered through the following six branches:

- the **Facilities Branch**, which maintains and enhances the parliamentary buildings and grounds, and provides building-related services including security, electorate office services, procurement and asset management;
- the **Financial Services Branch**, which provides professional services and advice on matters of finances and members' entitlements;
- the **Information Services Branch**, which provides information-based services, including information technology infrastructure, Hansard, library, records, research and media monitoring;
- the **Office of the Chief Executive**, which oversees strategic planning for the department, and provides professional services in project management, governance and risk, and communications
- **Parliamentary Catering**, which manages the cafés and restaurants of Parliament, offers function and dining services, and events management;
- the **People and Engagement Branch**, which provides human resource services, industrial relations support and advice, and manages payroll, training, and work health and safety services. The branch also manages education and community outreach programs.

This has been another successful and productive year for DPS. Once again our hard-working staff have demonstrated their dedication, experience and capability, despite the many challenges the COVID-19 pandemic provided. We thank our colleagues in the Departments of the Legislative Assembly and Legislative Council for their support and collaboration. We look forward to working together again in 2020-21.

In June 2020, DPS adopted an interim structure to commence work on a new significant program of works and started work on a review of the long term structure of the department, due to be complete by the end of 2020.

### OUR VALUES

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

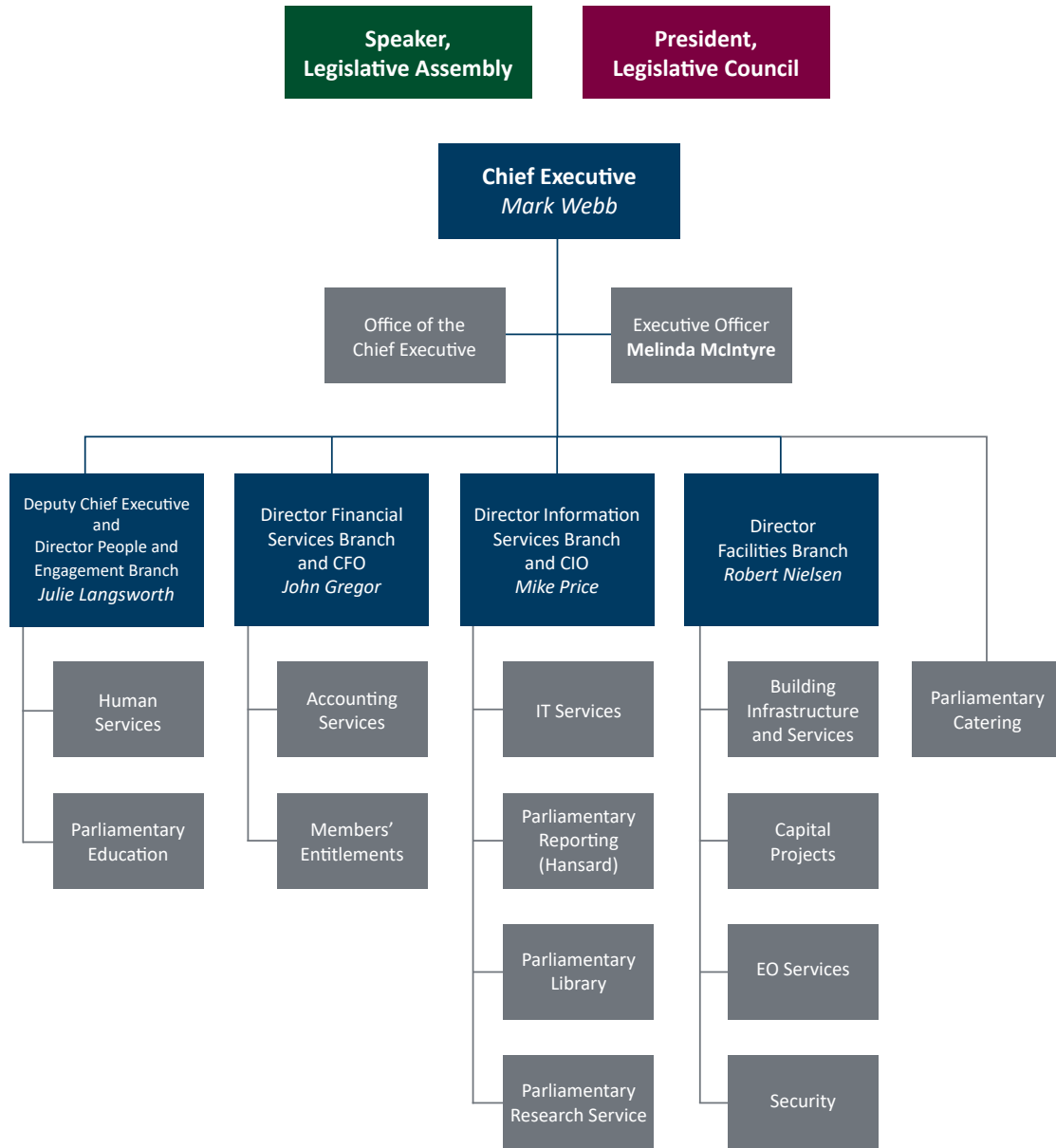
- **Integrity** – The quality of being honest and having strong moral principles;
- **Collaboration** – The act of working together to achieve something;
- **Excellence** – The quality of working to the highest standards;
- **Innovation** – The act of creating or accepting new ideas, methods or processes;
- **Service** – The act of giving assistance, support or advice.







## ORGANISATIONAL CHART



## EXECUTIVE TEAM

From left to right:

### **Robert Nielsen** | Director, Facilities Branch

Robert oversees the management of the Parliament's physical environment. With 16 years' experience managing facilities services at Parliament, Robert manages a large team that includes building managers, the capital works team, engineers, security personnel, cleaning staff and administrators. Together they are dedicated to providing a functional, safe and secure working environment for members and staff.

### **Tanja Ianosevici** | Senior Manager, Office of the Chief Executive

Tanja's experience stretches across both local and international government departments in a variety of strategic and operational planning areas. Tanja led the implementation of the London 2012 Olympic and Paralympic Games, working both on strategic policy and legacy activities, before returning to Australia in 2015. Tanja oversees the Office of the Chief Executive which includes the areas of planning, project management, audit and risk, and communications.

### **John Gregor** | Director, Financial Services Branch and CFO

With 24 years' experience in senior financial and corporate roles in the New South Wales public sector and eight years as Director Financial Services at DPS, John is well placed to navigate the Parliament through increasingly tight budgets. John oversees the Finance Branch, which includes Members' Entitlements and Accounting Services.

### **Mark Webb** | Chief Executive, DPS

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 16 years' experience in senior executive positions in the New South Wales and Commonwealth public services.

### **Mike Price** | Director, Information Services Branch and CIO

Mike's portfolio includes IT Services, Library, Hansard and Research. Together these teams ensure members and staff have the information they need and can stay connected wherever they may be. Mike brings considerable expertise garnered during his tenure in senior executive roles in both the private and public sectors.

### **Julie Langsworth** | Deputy Chief Executive and Director, People and Engagement Branch

Julie has worked at Parliament for more than 20 years in senior roles both in the Department of the Legislative Council and the Department of Parliamentary Services. As Deputy Chief Executive, she works closely with Mark to oversee the corporate governance of DPS. In her role as Director of the People and Engagement Branch, Julie provides leadership and direction to the Human Services and Education teams.

### **Lee Kwiez** | Senior Manager, Parliamentary Catering

Lee oversees the management of Parliament's venues and catering services, including Café Quorum, the Strangers' and Members' Dining Rooms, the Public Café and the functions business. Formerly a hatted executive chef, Lee is adept at identifying, developing and showcasing the talents that lie within his team.









## LEADERSHIP TEAM

From left to right:

**Neil Dammerel**

Senior Manager, IT Services

**Matthew Dobson**

Senior Manager, Parliamentary Research Service

**John Gregor**

Director, Financial Services Branch and CFO

**Deborah Bennett**

Parliamentary Librarian

**Mike Price**

Director, Information Services Branch and CIO

**Scott Fuller**

Editor of Debates, Hansard

**Robert Nielsen**

Director, Facilities Branch

**Jeannie Douglass**

Senior Manager, Parliamentary Education

**Brett Wright**

Building Infrastructure and Services Manager

**Lee Kwiez**

Senior Manager, Parliamentary Catering

**Mark Webb**

Chief Executive, DPS

**Tanja Ianošević**

Senior Manager, Office of the Chief Executive

**Carlos Andrade**

Operations Manager, Parliamentary Catering

**Malik Arunachalam**

Manager, Account Services and Systems

**Lyndall Smith**

Senior Program Manager, Capital Works

**Andrew Veitch**

Senior Manager, Parliamentary Accounting

Absent

**Julie Langsworth**

Deputy Chief Executive, DPS and Director,  
People and Engagement Branch

**Helen Gors**

Senior Manager, Human Services

**Tass Miroforidis**

Senior Manager, Members' Entitlements

**Jo Miks**

Senior Manager, IT Services

**Vanessa Harcourt**

Executive Chef









DPS AT A GLANCE

**900**  
visitors  
attended  
Family Fun Day

**2,500** primary school students  
participated in videoconferencing programs

**13,918**  
Facebook  
followers

**800**  
staff and  
**135**  
members  
paid each fortnight

**5,335**  
ceiling tiles  
replaced in  
Parliament House

**181,969**  
visitors to  
Parliament

**1,410**  
building  
maintenance  
jobs completed

**11** Electorate Office leases  
renewed or negotiated



Water consumption  
**15,435 kL**



11% decrease from 2018-19



Electricity consumption  
**3,776,984 kWh**



5% decrease from 2018-19

**26,729**

transaction lines  
of members entitlements  
and other accounts payable  
**claims processed**

**1,550kg**

coffee used

**7,263**

scones sold

**653** appraisals of members'  
publications issued to their constituents

**2,500** primary school students  
participated in videoconferencing programs

**4,419**

**4,646** media clips  
of parliamentary proceedings  
produced for members

**825** hours  
of House sitting  
transcribed

diners in the  
**restaurant**

**346** in-depth  
customised  
**research**  
papers produced  
for members

**423** remote access tokens and  
**423** Webex video conferencing  
logins issued in response to the  
**COVID-19 shutdown**

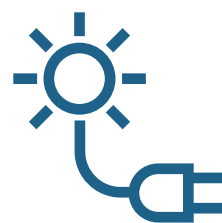


Gas consumption

**21,200 GJ**



1.5% decrease from 2018-19



Solar generation

**27,874 kWh**



0.5% decrease from 2018-19

## OUR PEOPLE

### WORKFORCE DIVERSITY AND STAFF NUMBERS



DPS' FEMALE SENIOR MANAGERS

Remuneration level of substantive position	Total staff (men, women, unspecified)	Respondents	Men	Women	Unspecified gender	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
\$0 – \$45,800	0	0	0	0	0	0	0	0	0
\$45,800 – \$58,440	12	12	3	9	0	0	5	1	0
\$58,440 – \$68,929	23	23	3	20	0	0	12	0	0
\$68,929 – \$83,935	27	27	11	16	0	1	12	0	1
\$83,935 – \$108,373	54	54	26	28	0	0	16	0	0
\$108,373 – \$135,045	46	46	24	22	0	0	10	0	0
\$135,045 > (Non SES)	27	27	9	18*	0	0	2	0	0
\$135,045 > (SES)	1	1	1	0	0	0	0	0	0
<b>Total</b>	<b>190</b>	<b>190</b>	<b>77</b>	<b>113</b>	<b>0</b>	<b>1</b>	<b>57</b>	<b>1</b>	<b>1</b>

\*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

### WAGE AND SALARY MOVEMENTS

The NSW Public Sector Crown Employees (Public Sector – Salaries 2008) Award was varied in July 2019 to provide a 2.5 per cent salary increase for the following 12 months. 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 Officers Remuneration Tribunal Determination of 27 August 2019 increased the salaries of the Chief Executive, Clerks, and Deputy Clerks by 2.5 per cent from 1 July 2019.

## 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 health and safety 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 31 reported WHS incidents (including near misses and actual injuries) reported during the past financial year for DPS. 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. Three of the incidents resulted in a workers compensation claim. There was one incident that resulted in lost time, a minor injury requiring three days off work.

	No. of incidents	Near misses	Slips, trips and falls	Strains	Other	Lost time
DPS (including Electorate Offices from 5 August 2019)	25	3	2	0	1	1*

NOTE: ON 5 AUGUST 2019 RESPONSIBILITY FOR THE MANAGEMENT OF ELECTORATE OFFICES TRANSFERRED TO THE FACILITIES BRANCH. THESE FIGURES INCLUDE ALL INCIDENTS IN ELECTORATE OFFICES FROM THAT DATE.

NOTE: 'STRAINS' INCLUDES MANUAL HANDLING INCIDENTS. 'OTHER' INCLUDES ALL OTHER INCIDENTS NOT CATEGORISED.

NOTE: \*THIS FIGURE RECORDS ONLY THE INCIDENTS OUT OF THE 31 NOTED THAT ACTUALLY RESULTED IN LOST TIME. THESE ARE NOT ADDITIONAL INCIDENTS.

The Parliament's Pandemic Plan, which is part of the Parliament's Business Continuity Program, was enacted during the reporting period to prepare the Parliament for incidents that disrupt the operations of business. The plan was invoked on 13 March 2020, and revised on 1 June 2020. It details 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 Daniela Giorgi from Education and Engagement. Daniela showed leadership and courage while working across departments to ensure accurate content and information.



THE INTEGRITY AWARD – DANIELA GIORGI



The **Innovation Award** was presented to Yan Li from Human Services. Yan was affected by the COVID-19 pandemic from January and was successful in changing and adapting to working from home long before we were all affected. As a result, she has successfully delivered every pay for members and staff this year.



THE INNOVATION AWARD – YAN LI

The **Excellence Award** was presented to Shannon Murphy-Townsend from Records and Archives. Shannon is known throughout DPS as being helpful, kind and generous with his time. Shannon has showed an incredible depth of knowledge with Content Manager, and a high level of quality and leadership when engaging with clients.

The **Collaboration Award** was presented to Scarlett Rares from Education and Engagement. Scarlett regularly works with and supports colleagues from across the departments. Scarlett's insight, contribution and assistance in providing expert communication and design advice has been incredibly valuable.



THE COLLABORATION AWARD – SCARLETT RARES

The **Service Award** was presented to Marcelo De Oliveira from IT Services. Marcelo has demonstrated a high capacity for understanding an individual's priorities and always does his utmost to exceed expectations. Marcelo is known for going above and beyond when delivering service to stakeholders from all across the Parliament.



THE SERVICE AWARD – MARCELO DE OLIVEIRA

The **Rising Star Award** was presented to Benson Mathew from Accounts & Finance. Benson demonstrated that he has the ability to learn and adapt to change, and always helped ensure Account Services reached their goals.

The **Shining Star Award** was presented to Carmen Vella from the Library. Carmen demonstrated great leadership, and embraced numerous changes and challenges. Carmen always provides a very high level of service to clients and colleagues.



THE SHINING STAR AWARD – CARMEN VELLA

The **Constellation Award** was presented to the Catering team. The Catering team see each team members' role as equally important in the delivery of a satisfying dining experience. Their no-fuss and positive attitude reflects well on DPS's ability to service both Parliament and the NSW community.

## 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, 13 long-serving DPS staff members were recognised for achieving significant milestones in their careers at Parliament. In particular, Liza Gelzinnis celebrated 30 years of service with the Parliament – a remarkable achievement!

### 30 years

Lisa Gelzinnis – Hansard

### 25 years

Colin Blunden – Collection Services

### 20 years

Andrew Fitzpatrick – Parliamentary Catering

Suzanne Mendra – Hansard

Ashley Toms – IT Services

Anong Vichapol – Parliamentary Catering

### 15 years

Malcolm Bowyer – Procurement

Scott Couper – Infrastructure & Services

Philip Goldsmith – Collections

Santiago Naves Gomez – Cleaning Services

Robert Nielsen – Facilities

Lenny Roth – Parliamentary Research Service

### 10 years

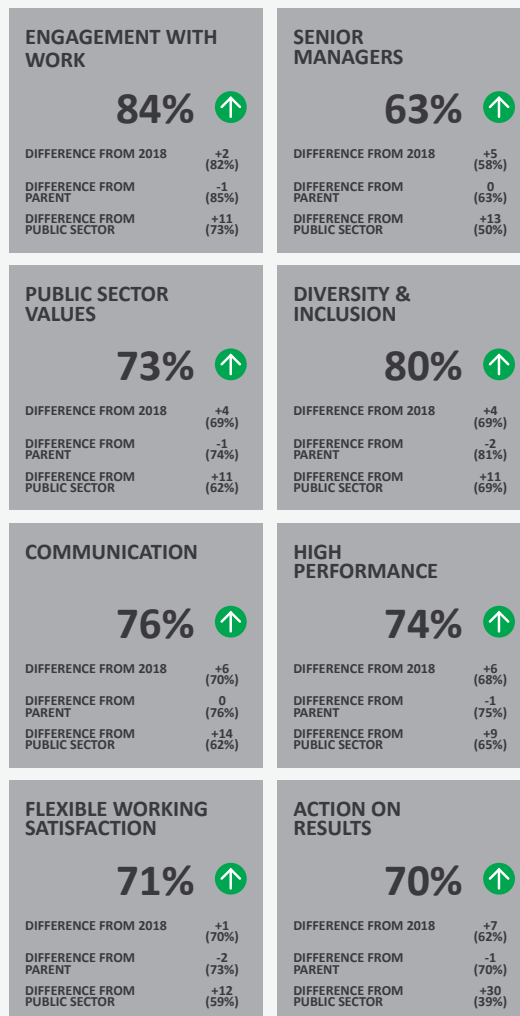
Andrew Caveney – Human Services



THE PARLIAMENTARY SERVICE AWARD RECIPIENTS

## PEOPLE MATTER SURVEY SUMMARY

91 per cent of DPS staff participated in the 2019 People Matter Survey. Our results showed improvements across the key eight categories:



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. These included improving people's experience of their immediate workgroup, improving women's experience in the workplace, enhancing how we manage change, and improving people's confidence in reporting bullying and misconduct. A number of projects were commenced in 2019-20 to address these concerns, the work of which we hope will be reflected in the 2020-21 results.





## 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:

- **Master Plan.** Delivery of the second iteration of the Parliament's Master Plan, a 10-year planning strategy to deliver the physical and digital asset needs of the Parliament;
- **Delivery of capital works projects to enhance workspaces.** This involved new workspace fit outs with ergonomic workstations on levels 6 and 10, a new conference room on level 6, and a new education video conferencing room on level 6;
- **Completion of the Ceiling and Building Services replacement project on levels 10 and 11.** This involved the replacement of metal ceiling panels, the refurbishment of the timber ceiling panels, and the installation of new air conditioning units, fire sprinklers and lights;
- **Critical security infrastructure.** Trials in Electorate Offices commenced;
- **Collections Management policy development.** This policy is in final draft and covers the correct handling and management of the Parliament's collection of antiques, artworks and artefacts;
- **Payroll actioned from home.** From March 2020, all payroll input, processing and payments were successfully delivered with staff working from home during the COVID-19 pandemic;
- **Completion of the paper conversion project in Human Services.** This involved converting paper based and lengthy forms that required physical signatures in to electronic forms submittable via email;
- **Digitisation of Personal and Payroll files.** All Personal and Payroll files were digitally scanned and stored, with paper records ceasing to be created moving forward;
- **Education and engagement program delivery.** Increased delivery of outreach and community engagement programs online due to COVID-19;
- **Improved budgeting processes.** New online budgeting software was introduced for all the departments to use. The software now allows for detailed planning as well as comparative information against actual performance;
- **Online processing of all Accounts Payable invoices.** This change reduced the reliance on paper both received and put into storage. Processes were also introduced to create a digital approval process for invoice payments;
- **Online expense management system.** The transition from paper-based claims to an online expense management system continued, to enable members to submit their expenditure claims through a dedicated online portal. More than 90 members were on-boarded during 2019-20;
- **Digital Parliament business case.** This business case was prepared to substantially modernise Parliament's ICT services, including migration to an 'as a service' cloud based model. This was fully funded for 2020-21 to 2022-23;
- **Audiovisual business case.** This business case was prepared to completely replace and modernise the Parliament's audiovisual technology, add video-on-demand for house broadcasts and automated speech recognition to assist with Hansard transcription. This was fully funded for 2020-21 to 2022-23;
- **CCTV security system upgrade.** New servers and storage infrastructure were implemented at Parliament House for the CCTV security systems with enhanced disaster recovery capability;
- **Cashless transactions in all outlets.** In response to COVID-19, all outlets moved to cashless transactions. In addition to the health benefits, this action reduced manual handling, human error and cash variances.

## 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:

- **Education events.** There was a 20 per cent increase in the number of 'A Little Night Sitting' events held for NSW citizens and attendance at Family Fun Day increased by 12 per cent. The 'Bare Pit' was streamed live on Facebook reaching over 12,000 people;
- **Parliament's Facebook page.** The average number of people engaged daily by the Parliament's Facebook page increased by 128 per cent;
- **Resources for the new education web page.** Resources were developed for primary and secondary teachers across three syllabus areas, as well as a comprehensive glossary of terms relating to the Legislature for teachers and students;
- **Tertiary internships.** Education's tertiary internships increased in both semesters by 25 per cent and included a new intake from the Masters in Business Studies, University of Sydney;
- **Human Services audits.** An end of financial year payroll audit and an audit of recruitment processes were completed with no major findings;
- **Marble bust of Virginia Chadwick.** A marble portrait bust of the Legislative Council's first female President, Virginia Chadwick, was commissioned;
- **Annual financial statements.** A 'clean' set of annual financial statements were prepared for the Legislature in 2019-20 with only two misstatements;
- **New accounting standard for leases.** The implementation of the complex requirements of the new accounting standard for leases (AASB16) was completed utilising a software model designed for the purpose;
- **Manual of Delegations.** A new comprehensive Manual of Delegations was developed for DPS incorporating financial, employment and other non-financial delegations;
- **Sydney Rare Book Week.** The Library hosted a fully booked event entitled 'Beyond the Bear Pit.' Visitors were able to view a number of amazing books and manuscripts rarely seen outside of the Library's stack, including the settlers muster book (1800), the earliest surviving New South Wales muster document;
- **Film and television.** The library featured in the In Our House film. Parliamentary archives provided resources for various books and TV productions;
- **Parliamentary Research Service's Twitter and LinkedIn usage.** The Parliamentary Research Service promoted all research papers released on the Parliament's website on their Twitter account to facilitate engagement with the NSW public. The service also expanded their use of social media accounts to include LinkedIn, to provide additional in-depth content on their latest research publications;
- **Analysis and Policy Observatory website.** The Research Service added its research publications to the Analysis and Policy Observatory website, which is an open access evidence platform, to enable collaboration with external researchers, policy analysts and academics;
- **OzHarvest initiative.** The catering team provided up to 800 wholesome, balanced meals per day to support those in need during the COVID crisis. As of 30 June 2020 the kitchen team had prepared and packed 34,294 meals;
- **COVID safe plan.** Parliamentary Catering registered as a COVID safe business and has a COVID safe plan to minimise risk to staff and guests;
- **Catering website.** Improvements made to the Catering website included the addition of virtual tours, an online booking platform for Strangers' Restaurant, online ordering from the gift shop and the inclusion of digital brochures;
- **Budget Estimates.** Preparation of material for the Parliamentary Estimates Committee hearings on behalf of DPS.

## 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:

- **Parliament Budget Review.** A Joint Treasury/Parliament Budget Review was conducted with the purpose of performing a targeted outcome and expenditure review of the NSW Parliament's budget in order to understand current resource allocation, upcoming funding requirements and appropriate funding models;
- **Inquiry on the Budget Process for Independent Oversight Bodies and the Parliament of NSW.** The Legislative Council Public Accountability Committee conducted an Inquiry on the Budget Process for Independent Oversight Bodies and the Parliament of NSW. The DPS Chief Executive, Clerk of the Parliaments and Director of Financial Services appeared at the committee's public inquiry to discuss the Parliament's submission on behalf of the Department of Legislative Council and Department of Parliamentary Services;
- **Inquiry submissions.** The Research Service prepared submissions to the inquiry into consultation on highly contentious bills and inquiry about the engagement of external expert assistance by committees, conducted by the NSW Legislative Council's Procedure Committee;
- **Minor capital works.** A number of minor capital works projects were completed throughout the year to ensure the independence of a strong Parliament, including the replacement of broadcasting equipment, UPS Batteries (backup power), improvements to Division Bells system and new security servers;
- **Catering benchmarking.** The catering branch undertook a benchmarking exercise with the Parliaments from Victoria, Queensland, South Australia and Western Australia, to gain insight into how services can be improved while maintaining cost efficiencies;
- **Australian Parliamentary Librarians Association (APLA) conference.** Library staff participated in the conference which was held in Tasmania. The NSW Parliamentary Librarian was voted in as Vice President of APLA;
- **Hansard Editors Association conference.** DPS hosted the conference in January 2020, with visitors from Australia and the UK and Scottish parliaments;
- **Australasian Parliamentary Education conference.** The conference was hosted by the Tasmanian legislature. Education and Engagement presented a paper on the steps taken to develop a senior secondary legal studies program with the assistance of Committees staff in the Legislative Assembly and the Legislative Council;
- **HR conference.** Two representatives from Human Services attended and spoke at the HR conference in Wellington.

## 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:

- **Members' dining options.** Based on feedback, Catering has worked to streamline pricing and provide interesting yet hearty meal choices for members, including a carvery and curry night on sitting days;
- **Café Quorum market store.** A market store to support members and their regional communities was set up in Café Quorum. All items are sourced regionally and can be purchased either online or in the café;
- **COVID-19 QR codes.** QR codes have been implemented in all dining spaces to streamline restaurant entry and record the number of patrons, without the need for a manual sign in. This has resulted in a safe and simple way for both members and staff to access dining areas;
- **Digital reception application.** The Library introduced a digital reception application to more efficiently handle workflow and requests from members;
- **Library Media/Mediaportal training.** The library delivered these sessions after the 2019 Election for members and their staff;
- **Issues papers.** Following the introduction of the Uranium Mining and Nuclear Facilities (Prohibitions) Repeal Bill 2019 into the NSW Legislative Council, the Research Service was asked to prepare an issues paper for the Standing Committee on State Development's inquiry into the Bill. The Research Service also prepared a comprehensive background briefing for the Select Committee on the impact of technological and other change on the future of work and workers in New South Wales;
- **Managed services contract.** IT Services implemented a managed services contract to support and enhance the delivery of finance and human resources services to members and staff, significantly reducing Parliament's risk profile;
- **Building and security incident notification.** Existing services were improved and streamlined to make the notification process for incidents easier for both members and staff, both in the Parliamentary Precincts and Electorate Offices;
- **Electorate Office Services.** Electorate Office Services was transferred to DPS providing opportunities to better integrate services for electorate offices. A refresh of the fit-out guide for offices was undertaken, as well as the update of various maintenance contracts;
- **The Parliamentary Internship program.** This program provided members with the opportunity to have a final year Government, Law and/or Communications student one day per week for one academic semester to provide research and support to their office;
- **Education and Electorate Offices.** The Parliamentary Education and Engagement team began to build relationships with Electorate Offices in order to better serve regional and remote communities and schools going forward;
- **Education web page.** Members and Electorate Office staff were consulted as part of the research process for the new education web page, to ensure the final product meets the needs of members;
- **Professional development for members.** A suite of options were developed following the 2019 election for members to use for their professional development;
- **Pandemic Plan and COVID-19 response.** Human Services drafted the Parliament's Pandemic Plan, provided daily advice to the Executive on the evolving situation and were a significant point of contact for COVID-19 related questions from members and staff;
- **Working from home operational guides.** Human Services developed operational guides for working from home, electorate offices and the Parliamentary precincts during the COVID-19 pandemic;
- **Members' entitlements training for members.** A mobile training application was developed to support members with the use of their parliamentary entitlements. The Members' Entitlements team also delivered videoconferencing and e-Learning training videos for members and their staff to support their use of entitlements and Parliament's expense management system;
- **Expense management system.** The roll out of Parliament's expense management system continued, offering access to the application via mobile phone allowing members to enter and approve claims anywhere and anytime.

## 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 restructure.** An interim structure was implemented in June to meet the changing needs of the organisation in response to increased project funding. Work commenced on a new structure for DPS to be launched in late 2020;
- **Strategic planning capability.** The department's planning capability and capacity to deliver services was enhanced by the employment of a dedicated planning resource to establish a planning cycle and structure;
- **Library of the future.** An independent consultant was engaged to undertake a review of the NSW Parliamentary Library and Research Services and to bring about the 'Library of the future';
- **Government Graduate Program.** The Research Service participated in the Public Service Commission's 2019 Government Graduate Program to improve the pipeline of new staff;
- **Cross-training opportunities during COVID-19.** A number of catering staff were given opportunities to work in other branches during the pandemic, including facilities, projects and function coordination;
- **HR training programs.** A number of training programs were delivered throughout the year, including inductions, workplace behaviour and the Great Managers Program. Unconscious bias training was also provided for all parliamentary staff. A number of webinars were run to support staff during the COVID-19 pandemic using the e-learning system;
- **Diversity and Inclusion.** Human Services coordinated four events to celebrate diversity as part of the DPS Diversity and Inclusion Plan, including a performance from the children of the Waranwarin Early Childhood and Family Centre to celebrate NAIDOC week and an International Women's Day morning tea with keynote speaker Ita Buttrose;
- **Parli-News.** Education and the Office of the Chief Executive collaborated to develop and deliver the Parli-News using the Mailchimp platform;
- **Budget manager training.** Training was provided to all of Parliament's budget managers in budgeting and forecasting, and utilisation of the new budgeting software.



## GOVERNANCE

### AUDIT AND RISK COMMITTEE

The Parliament's Audit and Risk Committee operates in accordance with Treasury Policy Paper (TPP15-03) "Internal Audit and Risk Management Policy for the NSW Public Sector."

The Committee's Charter states that its objective is "to provide independent assistance to the Clerks and the Executive Manager 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 Ms Carol Holley, Mr Alex Smith and Mr David Antaw. Carol Holley was Chair from 1 July to 31 May 2020 when her maximum five year term expired. On 1 June 2020 she was succeeded as Chair by Alex Smith but remained as a member. All members are independent and were re-appointed with effect from 1 June 2019.

The Committee met five times during 2019-20 and member attendance is shown in the table below.

Audit and Risk Committee Members	Number eligible to attend	Number attended
Ms Carol Holley (Chair)	5	5
Mr Alex Smith	5	5
Mr David Antaw	5	5

The Committee oversaw and monitored the following activities in 2019-20:

- Risk assessments including updates to the Parliament's Corporate Risk Register;
- Endorsement of the Parliament's Internal Audit Universe, Strategic (three year) and Annual Internal Audit Plan (deferred until July 2020);
- 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.

### 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 2019-20 was endorsed by the Audit and Risk Committee in June 2019.

During 2019-20, the following final audit reports were presented to the Audit and Risk Committee:

- Accounts Payable;
- Catering;
- Members Entitlements financial year 2017-18;
- Members Entitlements financial year 2018-19;
- Work Health and Safety in Electorate Offices.

In addition to the above, fieldwork was completed on the following two internal audit reviews from the 2019-20 audit plan, with final reports to be issued in early 2020-21:

- IT Security;
- Recruitment.

An updated Audit Universe, Strategic (three year), and annual audit plan for 2020-21 were prepared in consultation with senior management for presentation to the Audit and Risk Committee in July 2020.

## ENTERPRISE RISK MANAGEMENT

The Parliament's Enterprise Risk Management (ERM) 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 ERM Framework was reviewed and updated in 2019-20.

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.

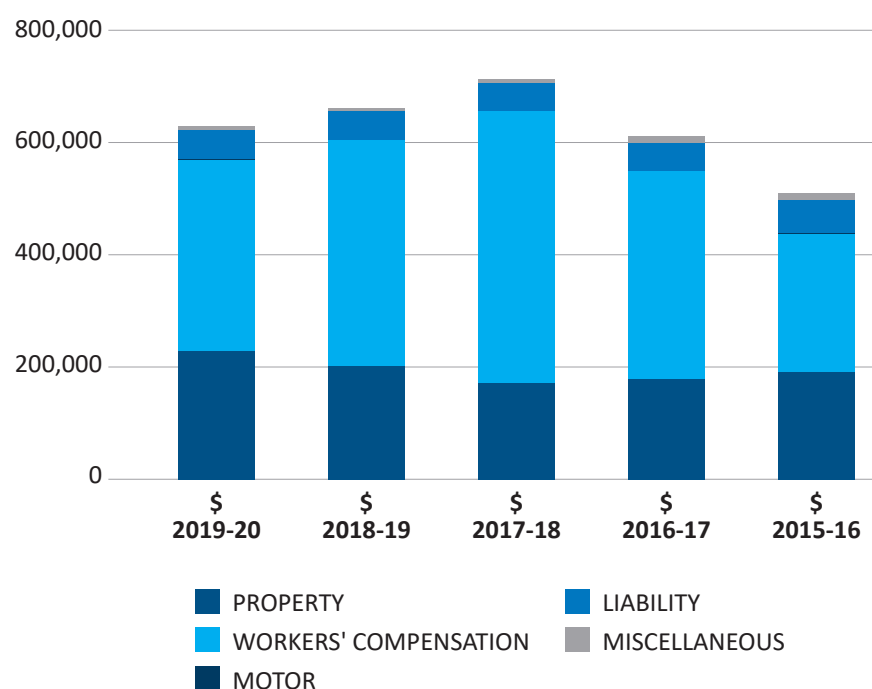
A network of 'Risk Champions' was established in 2019-20. The purpose of this network was to promote better practice in risk management across the Parliament, promote the embedding of risk management in business processes, and coordinate on cross-departmental risks. There were three formal meetings of this network in 2019-20.

## 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 Treasury Managed Fund for all lines of insurance over the past five years are shown in the table below.

	2019-20	2018-19	2017-18	2016-17	2015-16
	\$	\$	\$	\$	\$
Property	229,780	203,150	173,230	179,100	192,430
Workers' Compensation	340,804	402,790	483,882	371,277	245,301
Motor	540	580	750	750	880
Liability	52,990	51,090	49,740	52,420	60,670
Miscellaneous	7,060	5,230	5,930	9,030	12,390
<b>Total</b>	<b>631,174</b>	<b>662,840</b>	<b>713,532</b>	<b>612,577</b>	<b>511,671</b>

### DEPOSIT PREMIUMS PAID TO THE TREASURY MANAGED FUND (\$)



## **BUSINESS CONTINUITY MANAGEMENT**

The Parliament has continued to make progress in implementing a Business Continuity Management System in 2019-20. Activities have included:

- Four meetings of the Business Continuity Governance Group, with representation from all three Parliamentary Departments;
- Implementation of the Telstra Instant Messaging System and associated procedure guide, as the Parliament's preferred communication channel for notifying members, staff, contractors and other Parliament House occupants of a business interruption event;
- Development and implementation of a Pandemic Plan;
- Update of individual Business Recovery Plans for the Parliament's critical processes to include pandemic response.

The COVID-19 pandemic was a business interruption event for the Parliament requiring the activation of the above plans during Q3 and Q4 of 2020.

## **FRAUD AND CORRUPTION PREVENTION**

The Parliament's Fraud and Corruption Control Committee oversaw the following activities from the Fraud and Corruption Control Plan in 2019-20:

- Promotion of the new fraud and corruption control training module through emails to staff by Department Heads;
- Completion of remaining recommendations from the 2018 fraud and corruption internal audit;
- Update of new Public Interest Disclosure Policies for each of the three Parliamentary Departments;
- Promotion of the new Public Interest Disclosure policies through Department Head emails to all staff, an article in the staff newsletter, and an anti-corruption poster on the intranet;
- Preparation and approval of a Fraud Health Check survey to be run 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).

DPS has a Public Interest Disclosure Policy, which is accessible via the intranet, and ensures that staff are aware of this policy. DPS reviewed and updated its Public Interest Disclosure (PID) Policy during 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.



## FINANCIAL COMMENTARY

The net cost of services for the Department of Parliamentary Services was \$33.906 million and represents 20.5 per cent of the total net cost of services of the Parliament for the 2019-20 financial year. This reflects an unfavourable variance of \$1.348 million or 4.4 per cent against the budget of \$32.468 million.

The main components of the variance include:

- Employee related expenses being above budget by \$302,000 mainly due to additional redundancy costs of \$379,000;
- Operating expenses being above budget by \$1.367 million due to Special Constable costs being \$1.794 million higher than the approved budget, offset by lower catering cost of goods of \$244,000 and lower contract fees of \$219,000;
- Revenue being \$283,000 higher than budget, the main components being \$330,000 in grants and contributions from Treasury for business cases, \$379,000 for approved redundancy programs, higher other income of \$119,000, offset by reduced catering revenue of \$527,000.

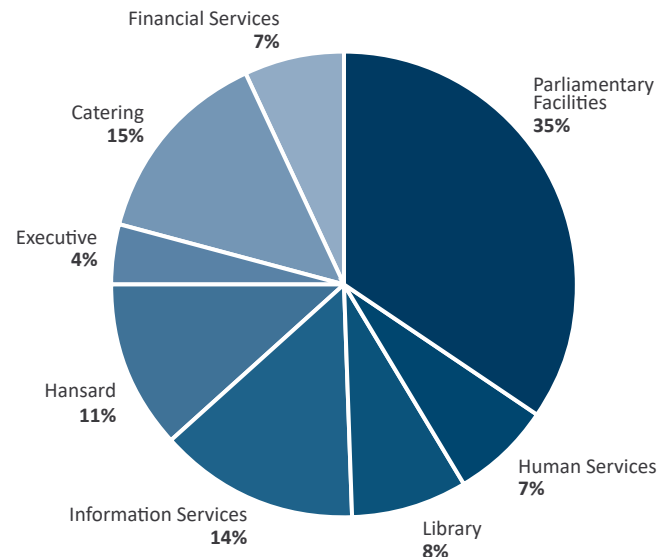
The net cost of services was \$640,000 higher than the previous year with the major items being employee related expenses which were \$865,000 higher, operating expenses being \$109,000 higher, loss on disposal being \$723,000 lower, sales of goods and services being \$989,000 lower, other income being \$175,000 lower, and grants and contributions being \$709,000 higher.

The catering activities, including the hosting of functions, generated 61.9 per cent of the department's revenue, which supports the operations of the Parliament and encourages community access.

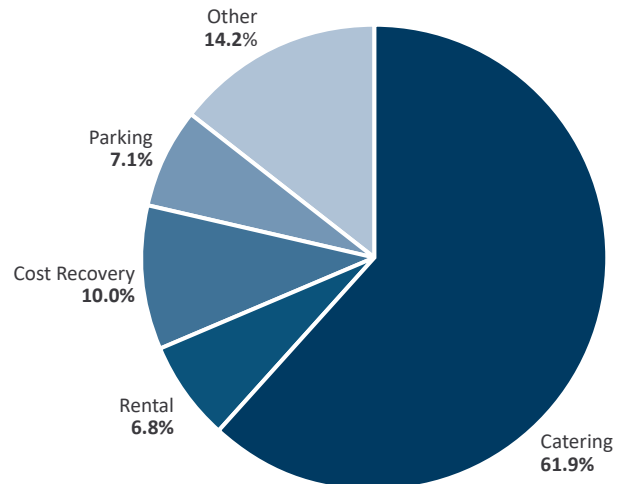
Employee related expenses accounted for 55.7 per cent of the total expenses of the Department of Parliamentary Services.

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 the Department of Parliamentary Services.

**DPS Total Expenses**



**DPS Revenue**



## START OF UNAUDITED FINANCIAL STATEMENTS

### Department of Parliamentary Services Statement of comprehensive income for the year ended 30 June 2020

	Actual 2020 \$'000	Budget 2020 \$'000	Actual 2019 \$'000
<b>Expenses excluding losses</b>			
Employee related expenses	22,050	21,748	21,185
Operating expenses	14,239	12,872	14,130
Depreciation and amortisation	4,065	4,058	4,131
<b>Total expenses excluding losses</b>	<b>40,354</b>	<b>38,678</b>	<b>39,446</b>
<b>Revenue</b>			
Sale of goods and services	5,571	6,096	6,560
Grants and contributions	709	20	–
Other income	213	94	388
<b>Total revenue</b>	<b>6,493</b>	<b>6,210</b>	<b>6,948</b>
Gain/(loss) on disposal	(45)	–	(768)
<b>Net cost of services</b>	<b>33,906</b>	<b>32,468</b>	<b>33,266</b>

End of Unaudited Financial Statements





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