



# REPORT ON THE STRUCTURE of the TASMANIAN PARLIAMENTARY SERVICES February 2024

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## GLOSSARY OF TERMS

**Parliamentary Services**

Those engaged in the work of Parliament

**Parliamentary entities**

Organisations that fall within 'Parliamentary Services' - the Legislative Council, House of Assembly and Legislature-General.

**Premier and Ministerial Services (PAMS)**

Those engaged in Executive services

**Ministerial and Parliamentary Services (persons)**

All persons engaged in the work of Parliament

**Ministerial and Parliamentary Services (places of work)**

Parliament House and other places of parliamentary work, including electorate offices and offsite workplaces.

## EXECUTIVE SUMMARY

### BACKGROUND

This review provides an independent assessment of and advice on the structure and governance arrangements in place in the three Tasmanian parliamentary entities - the House of Assembly, the Legislative Council and the Legislature-General. The review also considers Electorate Officers working in ministerial and parliamentary support roles in electorate offices and the offices of Members of Parliament.

The review was undertaken in response to Recommendation #3 arising from the *Motion for Respect – Report into Workplace Culture in the Tasmanian Ministerial and Parliamentary Services*, released by the Anti-Discrimination Commissioner, Sarah Bolt, in August 2022.

Below, we present a summary of:

- The methodology used to conduct the review
- Issues associated with the current structure and distribution of functions
- Employment arrangements and conditions
- Governance arrangements currently in place
- A proposed structure for each of the three parliamentary entities
- A proposed distribution of functions for the Legislature-General
- Recommendations to address identified issues relating to structure, employment conditions and governance arrangements.

### METHODOLOGY

Information to support the review was gathered via an examination of documentation provided by participants through the Independent Project Manager (IPM), and through a process of direct consultation.

This information was analysed to identify themes and issues and to inform the development of structural options for the parliamentary entities. The development of structural options was also the focus of a co-design workshop held with senior parliamentary staff on 13-14 December 2023. Following the workshop, a proposed structure for all three parliamentary entities was developed, with a proposed distribution of functions for the Legislature-General. Specific recommendations were also developed to address identified issues and to support the implementation of structural changes.

### SUMMARY OF FINDINGS OF THE REVIEW

The review findings are summarised below in relation to the following:

- Issues associated with the current structure and distribution of functions
- Employment arrangements, pay, entitlements and conditions
- Governance arrangements.

## SECTION 1: ISSUES ASSOCIATED WITH THE CURRENT STRUCTURE AND DISTRIBUTION OF FUNCTIONS

### Management structure and reporting lines

- Overall, few structural issues were identified for the **House of Assembly** and the **Legislative Council**, though some dual reporting lines were evident - for education and finance functions and for oversight of a cohort of Electorate Officers
- The most significant structural issue facing the parliamentary entities is the **shared management responsibility** currently in place for the Legislature-General, held jointly by the Clerks of the House of Assembly and the Legislative Council. This arrangement gives rise to a range of issues that are widely acknowledged by staff and management, including a lack of role clarity, a wide span of control for the Clerks, a frequent need for the Clerks to attend to minor issues, delays to decision-making and dual reporting arrangements for Legislature-General managers. Across the parliamentary entities, there is a strong desire to resolve these issues
- The Parliamentary Executive Leadership Committee (PELT) was established to provide a **central point for decision-making** and the consideration of requests concerning the Legislature-General, however, timeframes can still be lengthy and this arrangement does not resolve all issues noted above
- Currently, staff in all parliamentary entities are employed under the *Parliamentary Privilege Act* (1898) which is not fit for purpose in the modern parliamentary environment. Legislative change has been initiated by both Houses to modernise **employment arrangements** for parliamentary staff
- Within the Legislature-General, there are 7 managers. This represents a **wide span of control** for the Clerks, particularly when Clerks' other management responsibilities are taken into account.

### Distribution of functions

- The primary function of the House of Assembly and the Legislative Council is to provide operational and procedural support and advice for the respective Houses of Parliament, while the Legislature-General provides support functions that span both Houses. However, across the parliamentary entities **some 'joint' functions sit, are duplicated or are jointly managed** outside the Legislature-General, including finance, education, security and aspects of leasing and fitouts of Electorate Offices.

### Resourcing

- The House of Assembly provides support to a chamber of 25 Members. This number will **expand to 35 Members** at the next State election. This will lead to an elevated need for the provision of committee and chamber support. The expansion of the House of Assembly will also have resourcing implications for the Legislature-General
- Significant progress has been made in building up a **HR function** to support the parliamentary entities, but a longstanding deficit in this area means that a considerable body of work remains
- **Workload** appears to be unevenly distributed in the Legislature-General. Some managers work excessive hours, and/or teams are occupied with urgent work, leaving insufficient time for strategic planning, policy or compliance activities



- Shortfalls in **resourcing** have meant that important initiatives are awaiting implementation, such as the introduction of a system to translate voice recordings (in the chambers and in committee meetings) to text, statutory maintenance, aspects of governance, workforce planning etc.

#### **Gaps in function and organisational capability**

- Many participants noted that work areas within the Legislature-General have a **culture of operating in silos**. To address this, the Clerks have instituted an overarching Legislature-General leadership team comprising the Clerks, Deputy Clerks and all Legislature-General managers
- Managers across entities reported being unable to access detailed **financial information** or a current picture of their budget situation
- The parliamentary entities do not have an effective **records management system**
- A Building and Facilities Manager has recently been appointed. With the introduction of this position, **progress has been made** in maturing this function but there is still a need to develop supporting capabilities, processes, products and tools. The Building and Facilities team does not have the capacity to devote resources to this work. With respect to this function, the review has also observed a lack of **resourcing for essential maintenance and asset management**
- As noted above, the parliamentary entities have been building a **human resource management** function. Implementation of initiatives has progressed well but there is a requirement for additional work, such as a need to develop a workforce plan, to address gaps in capability, and to build understanding of and participation in sound management practices
- Outside the parliamentary education program, **community engagement and outreach** activities are minimal. An expanded community engagement function could modernise parliament's approach to public involvement and increase its accessibility
- Parliamentary libraries in most other jurisdictions provide **specialised analysis and research services** to parliamentarians, who value this service. This service is not provided by the Tasmanian Parliamentary Library, where researchers focus on providing an information discovery service
- The Legislature-General lacks **administrative support** meaning that this work is undertaken in a distributed, inconsistent way and/or by more senior staff, drawing effort from other key responsibilities
- **Business planning** for parliamentary entities has been a gap until recently. It is important that business planning is undertaken collaboratively with the involvement of managers across the three entities, to ensure that specific priorities can be developed, costed and delivered, opportunities for collaboration can be realised and stakeholder requirements met
- **Project management** capability is needed to assist the entities to manage and inform major capital works projects and infrastructure upgrades
- Access to advice on **Members' entitlements**, expenses and allowances is a current gap. The parliament would benefit from guidance in this area
- Specific **communication gaps** were noted by participants:
  - The Parliamentary Reporting Unit is often not informed of committee meetings in a timely way leaving insufficient time to fill the staffing roster
  - Not all projects that will have an impact across areas are well understood in the work areas that will be affected by project outcomes (e.g. digitisation work)
  - Some participants noted that the visibility of senior staff could be increased, but also acknowledged a recent 'Town Hall' meeting

- As the parliamentary entities are now experiencing changes that have been prompted by the release of the *Motion for Respect* report with more significant changes likely to be ahead, for a time, the parliamentary entities would benefit from the assistance and advice of a **culture and change management** expert.

### **Electorate Officers**

- Electorate Officers are employed to manage Members' electorate offices, which are provided for the conduct of parliamentary business and are located within electoral divisions. Although all Electorate Officers are essentially engaged to perform the same role, management, access, support, employment and resourcing arrangements for these staff differ as a function of characteristics of the Member they support. Considerable variation is seen in **working arrangements and conditions**. A majority of review participants held the view that employment responsibility for Electorate Officers should sit in one place and that all Electorate Officers should have access to the same entitlements and conditions. Additionally, the review noted that Electorate Officers work in small and remote offices and **WHS risks** exist in relation to this.

### **Classification and position descriptions**

- In the past, the classification of positions has been determined in a relatively ad hoc way, however, **classification assessments** are now occurring for advertised roles. Given this historical context, existing positions may also require classification review
- A process of updating **position descriptions** (PDs) across the three parliamentary entities has begun. The review found that more recently developed PDs are of a higher quality. Older PDs should be revised to align with the newer format and content.

### **Structural arrangements seen in comparable parliamentary entities**

- Structural arrangements of parliamentary entities in other jurisdictions were examined, showing that:
  - In a majority of parliaments, joint support services are **consolidated within one entity**. In contrast, there is some duplication (or wider dispersal) of these types of functions across Tasmanian parliamentary entities
  - A majority of other parliaments make use of a structural model in which the entity providing joint support functions is separate and is managed by a role that reports directly to Presiding Officers
- Although it supports a relatively small parliament, the Tasmanian Legislature-General has **seven management level positions**. This **exceeds** the number found in joint services entities in other parliaments examined, which have, as follows:
  - Five manager positions (Australian and Victorian parliaments)
  - Four manager positions (NSW, Queensland, South Australia, the Northern Territory and New Zealand parliaments)
  - Three manager positions (Western Australia and the ACT).

## SECTION 2: ISSUES ASSOCIATED WITH EMPLOYMENT ARRANGEMENTS, PAY, ENTITLEMENTS AND CONDITIONS

### Variations in employment arrangements and conditions

- **Differential access to entitlements**, such as meal allowances, access to on-site parking and overtime, is common across entities. Entitlements do not always seem to be distributed based on need (job demands and characteristics). Forms of compensation for after-hours work also vary in kind and magnitude.

### Determination of employment arrangements and conditions

- Drafting instructions have been developed for a **new employment framework** for the parliamentary entities and this is now in the legislative program. If legislated, the new framework will cover all staff in the three parliamentary entities and will replace the *Parliamentary Privilege Act 1898*
- Under previous joint management arrangements, managers and staff have received varying outcomes in response to requests (e.g. to one or both Clerks) for changes to entitlements. It appears that decisions have not always been made with reference to **rules or principles**, leading to real or perceived inequity.

## SECTION 3: ISSUES ASSOCIATED WITH GOVERNANCE ARRANGEMENTS

A broad analysis of governance, risk management and compliance arrangements and practices currently in place in the three parliamentary entities was undertaken against a contemporary model of governance, risk management and compliance capability. To provide a benchmark for this assessment, the review has drawn on the Organisation for Economic Co-operation and Development's (OECD) *Enterprise Risk Management (ERM) Maturity Model*<sup>1</sup>.

Overall, the parliamentary entities recognise the need to establish effective and well understood mechanisms for the control and operation of the three organisations. Responding to this need, **significant progress has already been made** with respect to key areas of **organisational functioning**, with remaining **gaps** noted. In summary, the review found that:

- The development of organisational strategies occurs with reference to major upcoming changes and identified risks but, with respect to **wider business planning**, it has **not been highly proactive** or focused on the long term
- One of the responsibilities of PELT is to provide oversight of the Legislature-General but it appears that its operation needs to be **further formalised** (e.g. with the provision of secretariat support and established agendas)
- Until recently, the three parliamentary entities have lacked a **suite of workplace policies** and procedural frameworks to guide people management, but **significant progress** in this area is being made
- There is a need for the **establishment of a governance and compliance oversight capability** for the parliamentary entities

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<sup>1</sup> OECD (2021), *Enterprise Risk Management Maturity Model*, OECD Tax Administration Maturity Model Series, OECD, Paris. [www.oecd.org/tax/forum-on-tax-administration/publications-and-products/enterprise-risk-management-maturity-model.htm](http://www.oecd.org/tax/forum-on-tax-administration/publications-and-products/enterprise-risk-management-maturity-model.htm)



- With respect to the **governance and risk management culture** of the parliamentary entities, there is an appreciation at the most senior levels of high-level business risks. However, across the parliamentary entities **risk management is not promoted** as a proactive tool
- At a corporate level, the parliamentary entities do **not have mechanisms to promulgate a risk-aware culture** or an understanding of risk mitigation policies and practices
- Considering features of the **wider culture**, several characteristics seen across the parliamentary entities pose risk to the organisation's capacity to operate as a cohesive, co-operative workplace. **Significant potential exists** to influence this and to deliver improvements in structures and practices that will have an ongoing, positive effect on the entities' workplace culture
- The identification of options and the selection and implementation of **measures to modify risk is not routine**. Plans to guide responses to plausible risks are not typically developed in advance of risks materialising
- **Internal reviews are not routine** and practices to support regular reviews of business outcomes are yet to be implemented. However, significant external reviews with a strategic focus have been conducted in recent times with respect to critical functions and arrangements.
- Although a financial delegations policy and framework has been implemented, an effective approach to **financial reporting is not well established**.

## PROPOSED STRUCTURE

A **proposed structure** for the parliamentary entities, and a **proposed distribution of functions** for the Legislature-General have been developed – these have been derived from independent analyses as part of the review, and have taken into account options identified in a co-design workshop held with the Deputy Clerk of the Legislative Council, Deputy Clerk of the House of Assembly, Clerk-Assistant & Sergeant-at-Arms, House of Assembly, Usher of the Black Rod, Legislative Council and Director Corporate Services.

The proposed structure was developed with reference to sound **organisational design principles** and is supported by a set of recommended **operating principles** to guide actions, interactions and decisions in a way that will allow the benefits of the new structure to be realised. These are described in the main body of the report.

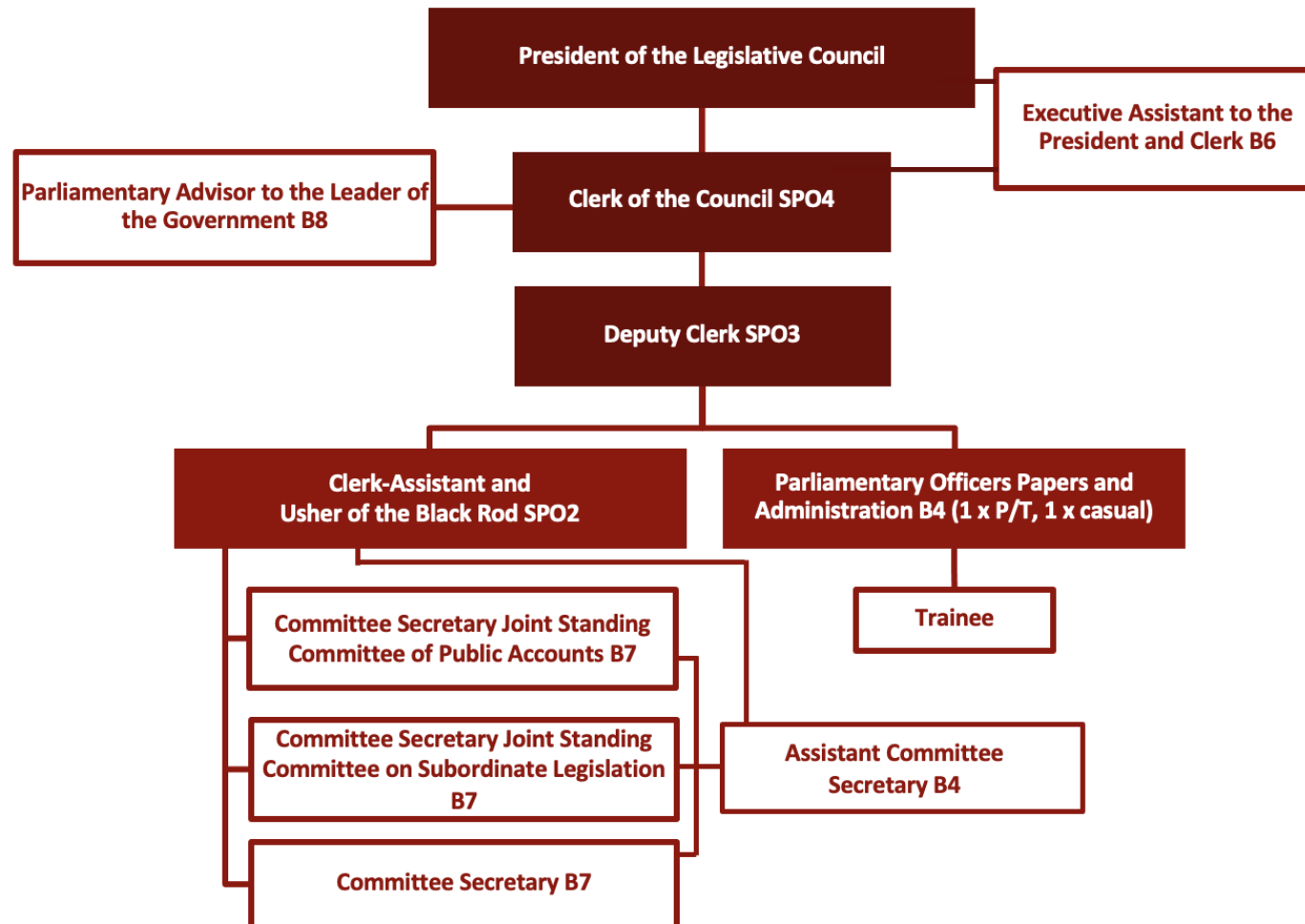
The **proposed structure** emphasises the House of Assembly's and the Legislative Council's core functions of providing operational and procedural support and advice to their respective Houses. Accordingly, the proposed structure features:

- The creation of a **new Executive Director Legislature-General** position to manage and provide leadership to the Legislature-General, reporting directly and jointly to the Presiding Officers
- The **transfer of joint parliamentary support functions** into the Legislature-General
- The creation of **new functions**
- The creation of **new positions** to support the delivery of new or currently under-resourced functions

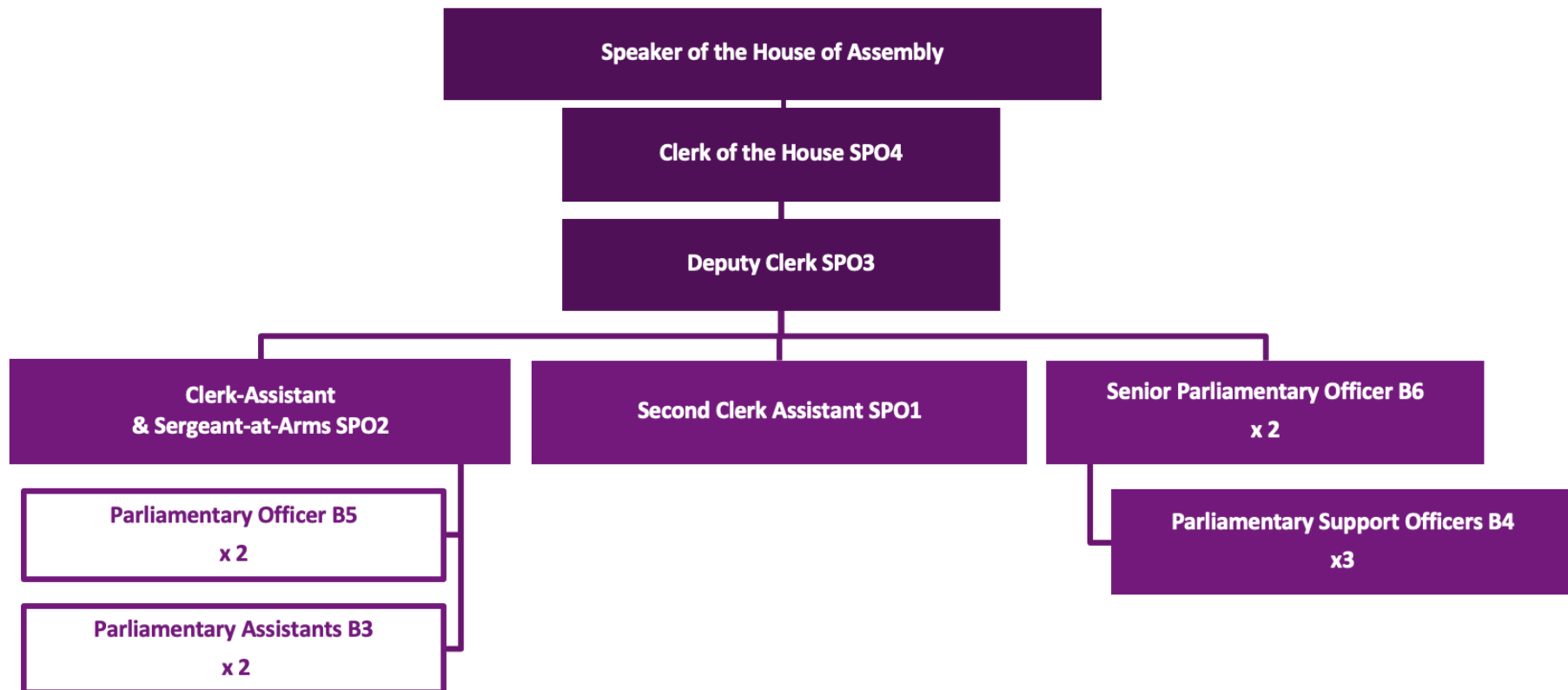
- Within the Legislature-General, four of the **new** roles sit **at the Director level**, managing expanded or consolidated functions. These are new roles that do not replicate existing Manager positions. These roles will bring new **leadership, strategic and policy capability**, as well as **subject matter expertise**, to the Legislature-General
- The consolidation of responsibility for the **provision of oversight of all Electorate Officers**, managed by a new team.

Below, we represent the proposed structure of each of the three parliamentary entities: the Legislative Council; the House of Assembly; and the Legislature-General.

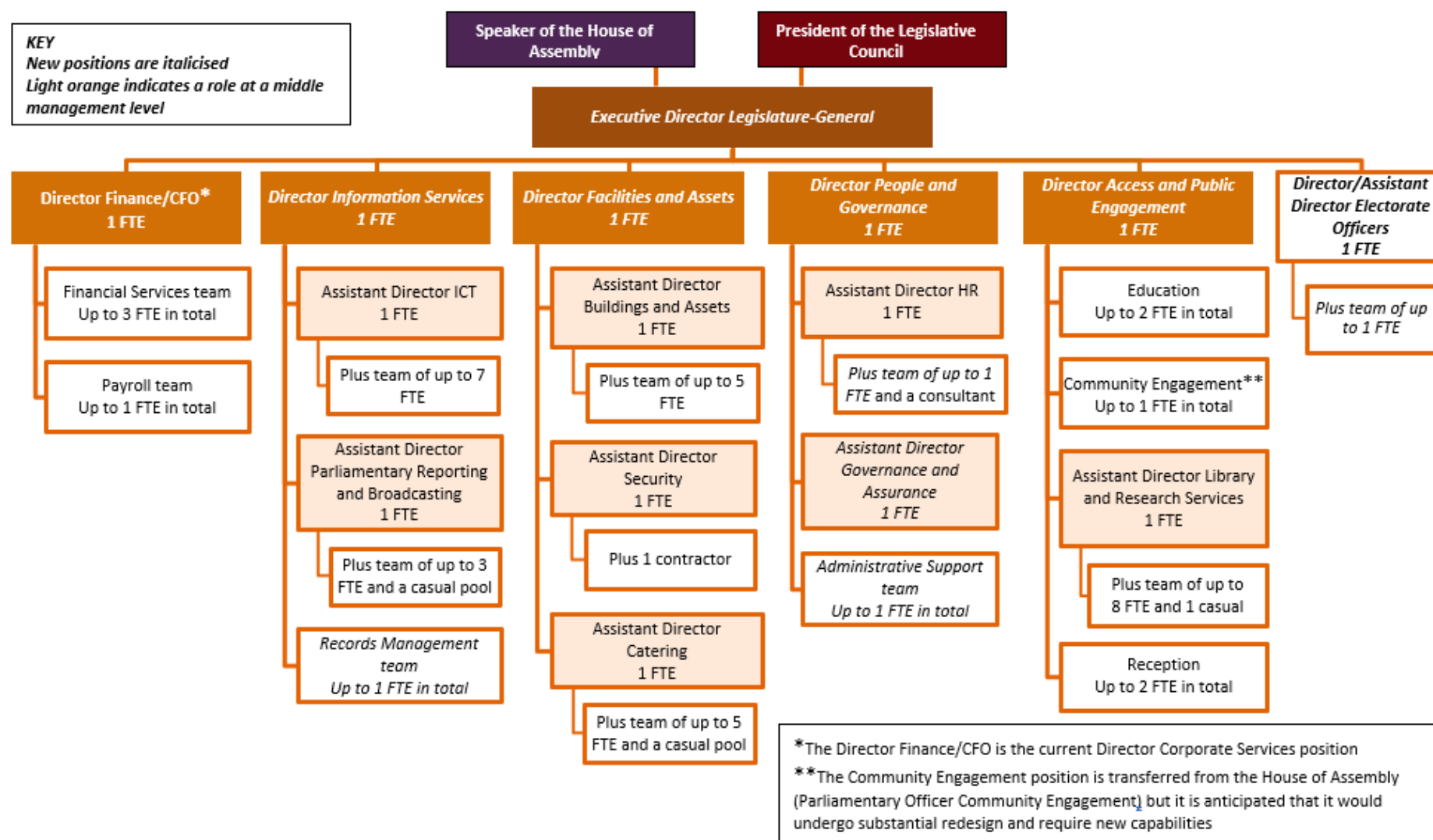
**Legislative Council**



**House of Assembly**



## Legislature-General





The **proposed distribution of functions** across the **Legislature-General** is presented below.

Proposed distribution of responsibilities across the Legislature-General					
Finance	Information Services	Facilities and Assets	People and Governance	Access and Public Engagement	Electorate Officers
<b>Financial Services</b> <ul style="list-style-type: none"> <li>Financial planning and strategy</li> <li>Budget management</li> <li>Revenue</li> <li>Accounts receivable/payable</li> <li>Financial reporting</li> <li>Financial risk management</li> <li>Financial controls</li> <li>Procurement and procurement policy</li> <li>Contract management</li> <li>Members' entitlements</li> <li>Insurance</li> <li>Fleet management</li> <li>Audit and Risk Committee (ARC) engagement</li> </ul>	<b>ICT</b> <ul style="list-style-type: none"> <li>ICT infrastructure</li> <li>ICT asset management</li> <li>ICT equipment procurement</li> <li>Application administration</li> <li>Network management</li> <li>Helpdesk</li> <li>Intranet/Internet</li> <li>Telephony</li> <li>Cybersecurity</li> <li>Digitisation</li> <li>Phone bills</li> </ul>	<b>Buildings and Assets</b> <ul style="list-style-type: none"> <li>Building and grounds maintenance</li> <li>Statutory maintenance</li> <li>Capital works</li> <li>Grounds maintenance</li> <li>General maintenance</li> <li>Asset management</li> <li>Valuation (of Parliament House and assets)</li> <li>Leasing (Electorate Offices and Parliamentary buildings)</li> <li>Office fitout, including Electorate Offices<sup>2</sup></li> <li>Electorate Office accommodation</li> <li>Cleaning</li> <li>Management of gym</li> <li>Carpark maintenance</li> <li>Artwork</li> <li>Museum displays</li> </ul>	<b>HR</b> <ul style="list-style-type: none"> <li>Workplace policy</li> <li>Workforce planning</li> <li>Establishment management</li> <li>Recruitment</li> <li>Onboarding/induction</li> <li>Performance management</li> <li>Learning and development</li> <li>WHS</li> <li>Employee relations</li> <li>EA negotiation</li> <li>Culture and change management</li> <li>Complaints/dispute resolution</li> <li>Compliance with mandatory requirements</li> <li>EAP co-ordination</li> </ul>	<b>Education</b> <ul style="list-style-type: none"> <li>Schools program</li> <li>Curriculum alignment</li> <li>Parliamentary tours</li> <li>Online education</li> <li>Educational outreach</li> <li>Work experience program</li> </ul>	<ul style="list-style-type: none"> <li>Oversight of the Electorate Officer function</li> <li>Policies and procedures for Electorate Officers</li> <li>HR functions for EOs (recruitment, onboarding etc)</li> <li>Escalation point for issues and complaints</li> <li>Pastoral care</li> </ul>
<b>Payroll</b> <ul style="list-style-type: none"> <li>Payroll processing</li> <li>Payroll data capture and reporting</li> </ul>	<b>Parliamentary Reporting and Broadcasting</b> <ul style="list-style-type: none"> <li>Transcription and editorial services for Parliament and</li> </ul>	<b>Security</b> <ul style="list-style-type: none"> <li>Security policy and protocol</li> <li>Security infrastructure</li> <li>Guards</li> </ul>	<b>Governance and Assurance</b> <ul style="list-style-type: none"> <li>Business planning</li> <li>Business continuity</li> <li>Corporate committee support</li> </ul>	<b>Community Engagement</b> <ul style="list-style-type: none"> <li>Committee engagement</li> <li>Social media</li> <li>Communications</li> </ul>	

<sup>2</sup> ICT fit out done by Buildings and Assets in collaboration with the ICT team in Information Services.

		Committees <ul style="list-style-type: none"> <li>Production of Members' speeches</li> <li>Broadcasting</li> </ul>	<ul style="list-style-type: none"> <li>CCTV</li> <li>Precinct management</li> <li>Access control</li> <li>Media access</li> <li>Emergency management</li> <li>First aid</li> </ul>	<ul style="list-style-type: none"> <li>Commonwealth Parliamentary Association (CPA) administration</li> <li>Risk management</li> <li>Audit (performance and financial)</li> <li>Project management policy and governance</li> <li>Legal</li> <li>Guidance on and monitoring of Members' entitlements</li> </ul>	<ul style="list-style-type: none"> <li>Marketing</li> <li>Website content</li> </ul>	
		<b>Records Management</b> <ul style="list-style-type: none"> <li>Information management policy</li> <li>Digital collections</li> <li>Knowledge management system</li> </ul>	<b>Catering</b> <ul style="list-style-type: none"> <li>Kitchen</li> <li>Dining room/Bistro</li> <li>Events and functions</li> <li>Inventory/purchasing</li> </ul>	<b>Administrative Support</b> <ul style="list-style-type: none"> <li>Invoicing for other business areas</li> <li>Consumable supplies</li> <li>Travel</li> </ul>	<b>Library and Research Services</b> <ul style="list-style-type: none"> <li>Research and analysis services</li> <li>Referencing</li> <li>Library collections and discovery</li> <li>Media monitoring</li> <li>Research databases</li> <li>Public information requests</li> <li>Archiving and conservation</li> </ul>	
					<b>Reception</b> <ul style="list-style-type: none"> <li>Switchboard</li> <li>Room bookings</li> <li>Visitor management</li> <li>Parliamentary inbox</li> <li>Mail</li> <li>Flags</li> <li>Lost property</li> </ul>	

## RECOMMENDATIONS

There are a number of recommendations made throughout the main body of the report in the context of the discussion of review findings. However the review has identified **nine principal and priority recommendations** for consideration, as follows:

1

**Recommendation 1:** That the Parliamentary entities transition to the proposed structure.

2

**Recommendation 2:** That a priority be placed on establishing and recruiting to the proposed Executive Director Legislature-General position.

3

**Recommendation 3:** That the PELT revise its composition to include the new Executive Director Legislature-General as well as the two Clerks and Deputy Clerks.

4

**Recommendation 4:** That the Legislature-General establish a service level agreement in collaboration with the other parliamentary entities to identify the services that it will provide as well as the standards that it will meet.

5

**Recommendation 5:** That common and consistent expectations be established for all Legislature-General leadership roles, including the expectation that these roles will work together with the two Houses to provide strategic policy leadership to support the effective and safe operation of the parliament.

6

**Recommendation 6:** That responsibility for oversight of all Electorate Officers be consolidated within the Legislature-General.

7

**Recommendation 7:** That position descriptions be prepared and classification reviews be undertaken for all roles in the parliamentary entities.

8

**Recommendation 8:** That significant discrepancies in employment arrangements and conditions across roles be resolved, with entitlements provided consistently, in alignment with job demands and characteristics.

9

**Recommendation 9:** That for a period of 12 to 18 months, the parliamentary entities engage an external provider with expertise in culture change and organisational change management to assist the PELT to manage the entities' transition to the new structure.

# REPORT ON THE STRUCTURE OF THE TASMANIAN MINISTERIAL AND PARLIAMENTARY SERVICES

## BACKGROUND



### PROJECT AIMS

*An independent assessment of the organisational and governance structure of the three Tasmanian parliamentary entities.*



### PROJECT OUTCOMES

*Recommended improvements to deliver an optimal organisational structure and contemporary governance arrangements.*

This review was initiated by the Independent Project Manager (IPM) reporting to the Joint Sessional Workplace Culture Oversight Committee (the Oversight Committee) in response to Recommendation #3 arising from the *Motion for Respect – Report into Workplace Culture in the Tasmanian Ministerial and Parliamentary Services*, released by the Anti-Discrimination Commissioner, Sarah Bolt, in August 2021. The current review relates to the implementation of Recommendation 3 from that report:

*Within six months, the Committee is to commission an independent review of the Ministerial and Parliamentary Services organisational and governance structure, including an audit of instruments of appointment, employment conditions, recruitment processes and pay structures.*

This review provides an independent assessment of the structure and governance arrangements in place in the three Tasmanian parliamentary entities - the House of Assembly, the Legislative Council and the Legislature-General<sup>3</sup>. Within these entities the review's focus is on:

- Staff working within the Legislative Council, House of Assembly and Legislature-General - appointed as officers or employees under the *Parliamentary Privilege Act* (1898)
- Electorate Officers working in ministerial and parliamentary support roles in electorate offices and the offices of Members of Parliament - appointed by the exercise by the Premier of Crown Prerogative, or State Service employees on secondment from Department of Premier and Cabinet (DPAC) or another Agency.

This report, documenting the review's findings and recommendations, is structured as follows:

- Presentation of the methodology used to conduct the review
- Overview of the current structure and distribution of functions across the three parliamentary entities
- A summary and analysis of the issues associated with the current structure and distribution of functions
- Analysis of employment arrangements and conditions and governance arrangements currently in place within and across the three parliamentary entities
- Presentation of a proposed structure for each of the three parliamentary entities
- Provision of recommendations to address identified issues.

<sup>3</sup> Members' support functions exist outside the entities noted above, namely the Premier and Ministerial Services (PAMS) team within the Premier's Office. PAMS provided information regarding employment arrangements for Electorate Officers but the review was unable to obtain other information to allow a discussion of its governance arrangements. Therefore, these areas are not addressed in this report.

## METHODOLOGY



### INFORMATION GATHERING

- *Individual interviews held with senior staff. Interviews were 45 minutes to 1-hour in duration and were conducted either face to face or via videoconference*
- *Examination of a wide range of corporate documents*



### ANALYSIS AND DESIGN

- *Analysis of issues identified during the information gathering stage*
- *Design of new structural options and distribution of functions*



### RECOMMENDATIONS AND REPORTING

Information to support the review was gathered via an examination of documentation provided by participants through the Independent Project Manager (IPM), Ms Julia Agostino, and through a process of direct consultation<sup>4</sup>:

- A meeting with the IPM and the Project Reference Group
- A meeting with the Oversight Committee
- Interviews with the Clerks and Deputy Clerks of the House of Assembly and Legislative Council
- An interview with the Premier's Chief of Staff and the Manager Premier and Ministerial Services (PAMS)
- Interviews with key senior staff from each parliamentary entity.

Interviews focused on discussion of issues that included the following:

- Current structures and reporting arrangements
- Functions of the work area
- Gaps or overlaps in functions
- Collaboration with other work areas
- Issues associated with the classification of positions
- Employment conditions
- Governance arrangements in place
- Access to HR support and advice
- Options for improved structures and governance arrangements
- Views on progress made since the release of *The Motion for Respect* report in August 2022.

Information gathered was analysed to identify themes and issues and the review findings and outcomes are documented in this report. Findings were used to inform the development of structural options and recommendations. To refine these, a co-design workshop was held with senior staff<sup>5</sup>, in which options for the structure of the Legislature-General were developed and discussed (provided in Attachment C). Following the design workshop, a proposed structure for all three parliamentary entities was developed, drawing on the models arising from the workshop and the application of sound organisational design principles.

The proposed structure for the three entities and the distribution of functions across the Legislature-General are presented in this report, supported by the development of specific recommendations to improve structure and governance arrangements in place in each parliamentary entity.

<sup>4</sup> A full list of people consulted during the course of the review and documents examined can be found in Attachments A and B respectively.

<sup>5</sup> Participants were Mr Tim Mills, Deputy Clerk of the Legislative Council; Ms Stephanie Hesford, Deputy Clerk of the House of Assembly; Mr Benjamin Foxe, Clerk-Assistant & Sergeant-at-Arms, House of Assembly; Mr Craig Muir, Clerk-Assistant & Usher of the Black Rod, Legislative Council; Ms Nicole Muller, Director Corporate Services.



## FINDINGS OF THE REVIEW

Below, the review findings are presented, based on an analysis of the information gathered from the sources described above. The presentation and analysis of findings is structured as follows.

First, we present an overview of the current structure and distribution of functions across the three parliamentary entities, as well as a comparison with structural arrangements seen in comparable parliamentary entities in other jurisdictions. We then present a summary and analysis of the issues associated with the current structure and distribution of functions. The issues raised in the review are presented below under thematic headings. Key themes are:

### Section 1: Structure and distribution of functions

- Management structure and reporting lines
- Distribution of functions
- Resourcing
- Gaps in functions and organisational capability
- Electorate Officers
- Classification and position descriptions
- Structural arrangements seen in comparable parliamentary entities

Following our presentation and discussion of issues associated with current structures and distributions of functions, we examine employment arrangements and conditions currently in place across the three parliamentary entities. Key themes are:

### Section 2: Employment arrangements and conditions

- Variations in employment arrangements and conditions
- Determination of employment conditions

In a third section, we examine and provide an assessment of the maturity of governance arrangements within and across the three entities.

### Section 3: Issues associated with governance arrangements

Drawing on this analysis, we present a proposed structure for the three parliamentary entities and a distribution of functions for the Legislature-General. Our presentation of the proposed structure is supported by:

- An overview of the principles and underpinning rationale guiding development of the proposed options

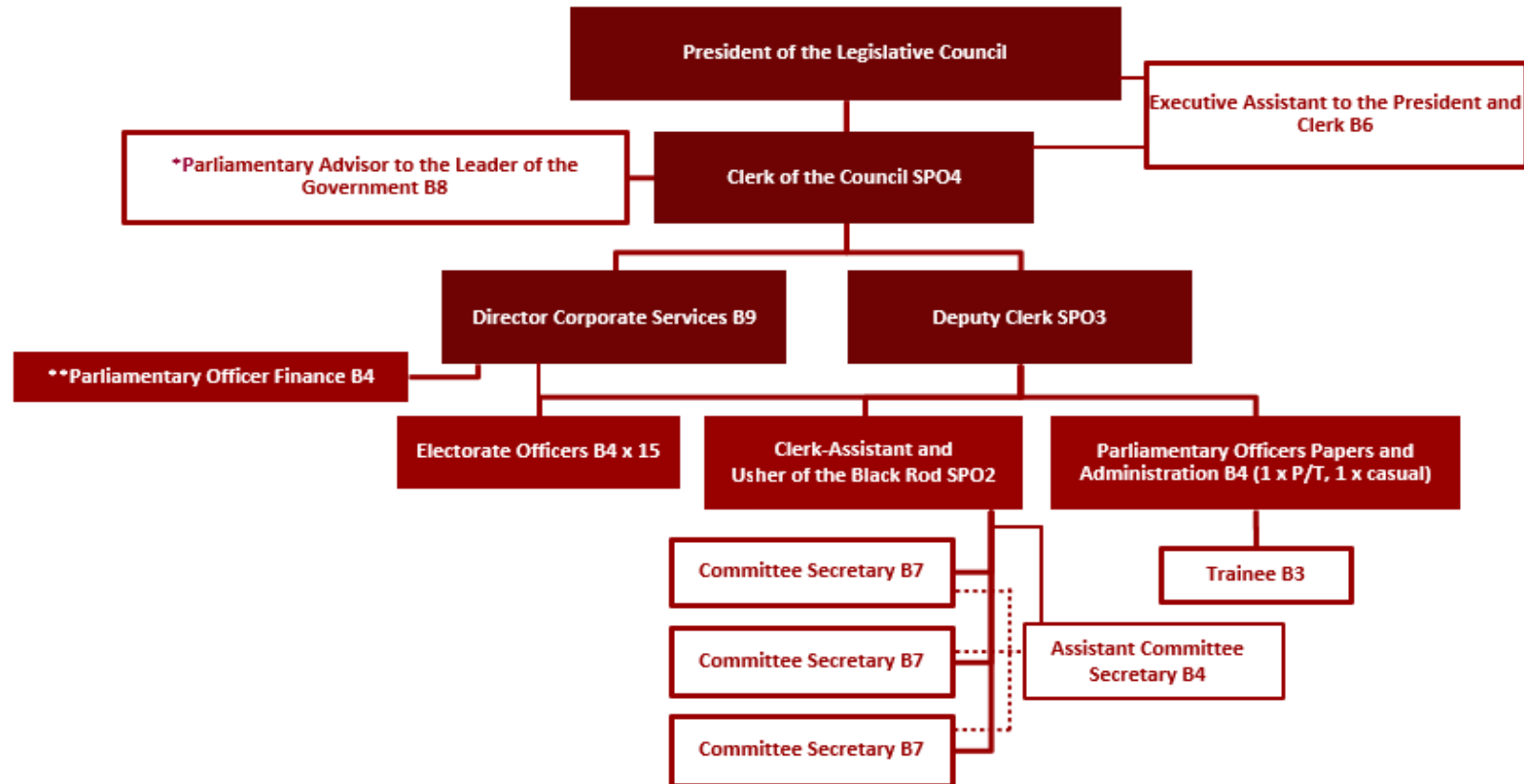
- A description of the anticipated benefits of the proposed options
- A set of recommended operating principles to guide actions, interactions and decisions in a way that will allow the benefits of the new structure to be realised.

Finally, we provide specific recommendations that are of relevance to a successful realignment of the parliamentary entities' functions and governance arrangements.

An overview of the current structure and distribution of functions across the three parliamentary entities follows.

## OVERVIEW OF CURRENT STRUCTURE AND DISTRIBUTION OF FUNCTIONS

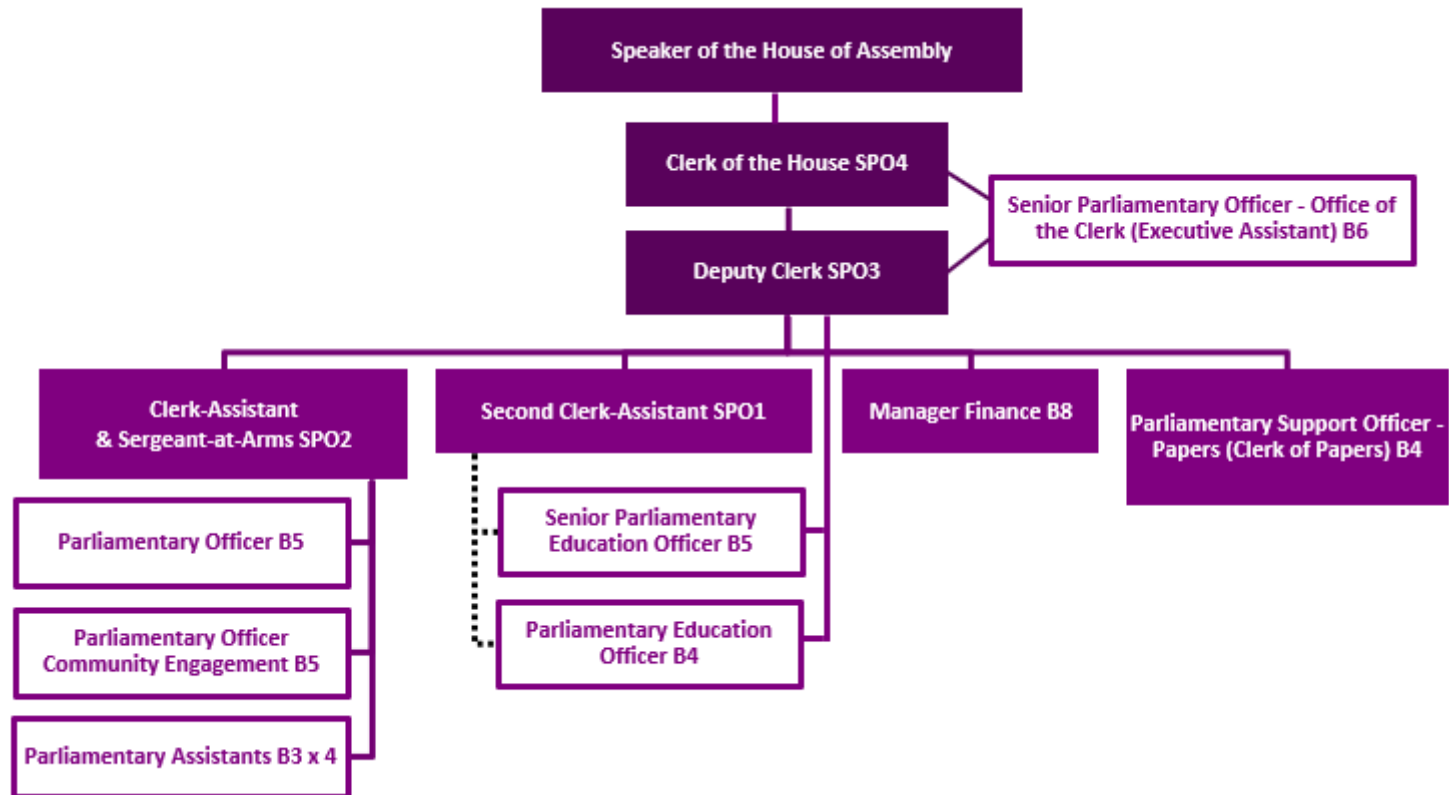
### Legislative Council



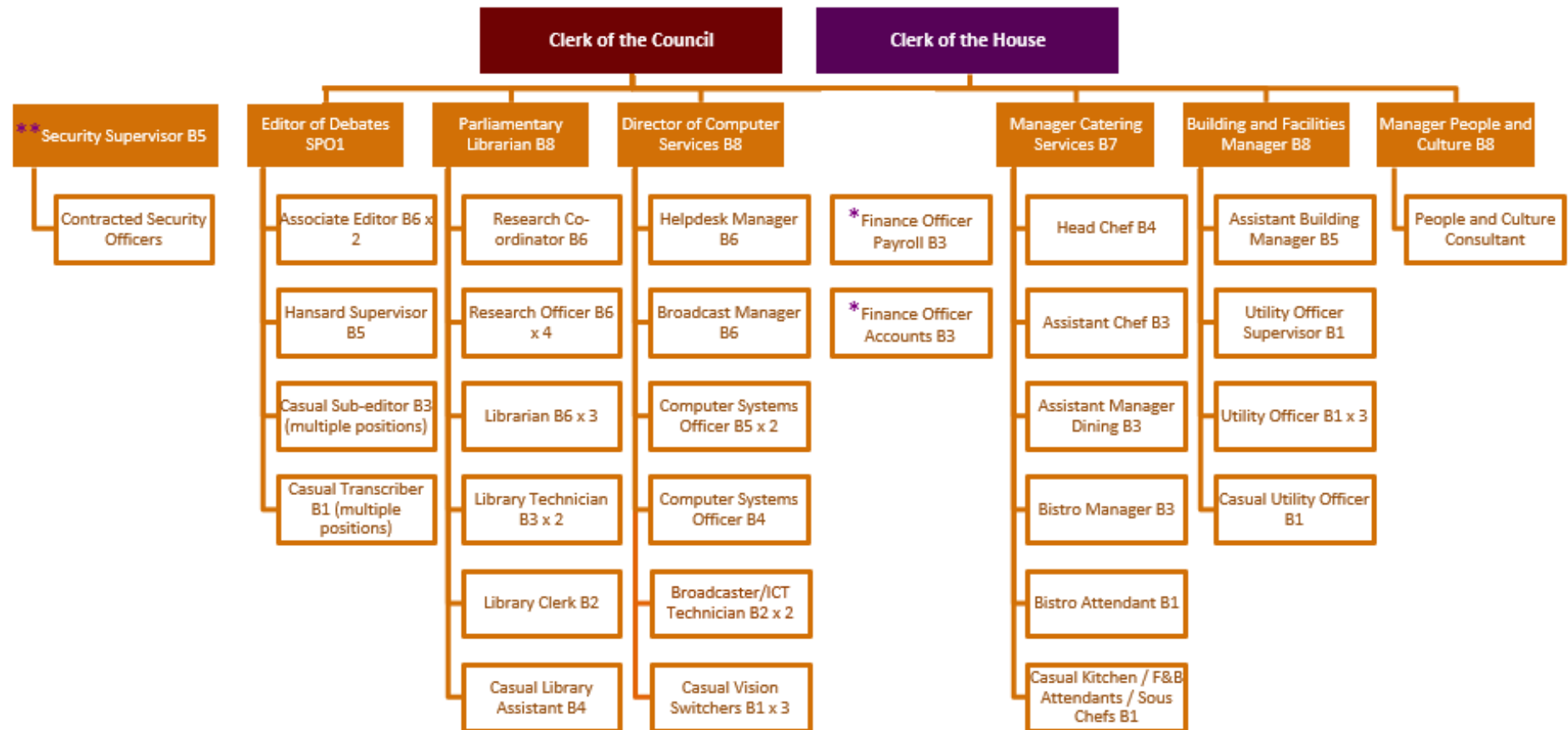
\*Salary funded to B4 level by the Legislature-General and HDA to B8 level funded by DPAC

\*\*The Manager Finance (House of Assembly) also has some oversight of this role.

## House of Assembly



## Legislature-General



\* Formal reporting lines for these roles are unclear, however, the Manager Finance (House of Assembly) has some oversight of their work.

\*\* This role is jointly managed by the Usher of the Black Rod and Sergeant-at-Arms



The **current distribution of functions** across each parliamentary entity is presented below. Coloured blocks indicate the formal location of each function within the parliamentary entities. Broadly speaking, the House of Assembly and the Legislative Council provide operational and procedural support and advice to each of the two Houses of Parliament (such as chamber services and parliamentary committee support), while the Legislature-General provides joint parliamentary support services that span the needs of both Houses as well to business areas in all three parliamentary entities (such as ICT services).

However, as seen in the table below, some joint services, such as financial services, are distributed across multiple entities, while others, such as education and community engagement, sit outside the Legislature-General. At a less formal level, some other corporate functions are distributed across entities and these are noted in a later section of the report.

Current distribution of functions across parliamentary entities			
Function	House of Assembly	Legislative Council	Legislature-General
Operational and procedural support and advice for the House of Assembly			
Operational and procedural support and advice for the Legislative Council			
Management of Electorate Officers			
Finance			
Education and community engagement			
Reception services			
Security			
Hansard			
Library			
ICT			
Catering			
Building and facilities management			
HR			

## SECTION 1: ISSUES ASSOCIATED WITH THE CURRENT STRUCTURE AND DISTRIBUTION OF FUNCTIONS

Together, the three parliamentary entities, the Legislative Council, House of Assembly and Legislature-General, provide a range of services to support the work of the Tasmanian Parliament and its committees and joint committees, deliver a range of services and facilities for members in Parliament House, and also provide a point of contact and engagement with the wider community. Staff in the parliamentary entities perform a wide range of functions that are essential to the smooth operation of the parliament and to its capacity to fully perform its role in making and changing laws, representing the people of Tasmania and ensuring the accountability of the government.

As mentioned, a summary and analysis of the issues associated with the current structure and distribution of functions are presented under the following thematic headings:

- Management structure and reporting lines
- Distribution of functions
- Resourcing
- Gaps in function and organisational capability
- Electorate Officers
- Classification and position descriptions
- Structural arrangements seen in comparable parliamentary entities

### Management structure and reporting lines

Issues relating to the current management structure of the parliamentary entities are described below (noting that the following section, *Distribution of functions* is also relevant).

#### *Structure of the Legislative Council*

- The Head of Corporate Services sits within the Legislative Council, reports to the Clerk of the Legislative Council and directly supervises one finance role (the Parliamentary Officer Finance). The functions performed by both these roles represent a better fit with the Legislature-General, which provides joint services to all parliamentary entities and both Houses of Parliament, than with the work of the Legislative Council
- Currently, 15 Electorate Officers providing support to Members of the Legislative Council sit within and are nominally and jointly managed by the Director Corporate Services and the Deputy Clerk. Specific issues associated with the location and management of these roles have been identified and are addressed separately in a later section, *Electorate Officers*.

#### *Structure of the House of Assembly*

- Overall, few structural issues were identified for the House of Assembly
- The Education team within the House of Assembly operates under a matrix management arrangement. The Education team formally reports to the Deputy Clerk (who approves leave)

but, for day-to-day work, has a 'dotted line' relationship with the Second Clerk-Assistant. While no negative consequences of this arrangement were reported, where possible, it is preferable for roles to report to one manager, to ensure clarity of communication and role expectations.

### *Structure of the Legislature-General*

- The most significant structural issue facing the parliamentary entities is the shared management responsibility currently in place for the Legislature-General, held jointly by the Clerks of House of Assembly and the Clerk of the Legislative Council. Under this arrangement, the Presiding Officers of both houses (the Speaker of the House of Assembly and the President of the Legislative Council) are the employers of Legislature-General staff and, respectively, staff in the House of Assembly and Legislative Council. However, for Legislature-General staff, day-to-day management rests with both Clerks jointly. This arrangement gives rise to a range of issues that were widely acknowledged by review participants, including:
  - No formal division of labour between the Clerks with respect to their responsibilities for the management of the business and staff of the Legislature-General – this can result in a lack of clarity and give rise to the potential for inconsistency in the approaches used for management of the Legislature-General
  - A wide span of control<sup>6</sup> for the Clerks - 10 for the Clerk of the Legislative Council and 8 for the Clerk of the House of Assembly, with 6 of these from the Legislature-General who are managed jointly by both roles
  - A requirement for Clerks to attend to a diversity of often minor issues brought to them by Legislature-General managers
  - Clerks' capacity to focus on their core functions of providing procedural support and advice to the Houses of Parliament is at risk of being compromised
  - A lack of clarity for Legislature-General managers who report to two people
  - Limited opportunity for Legislature-General managers to receive support from their direct supervisors (the Clerks) due to the Clerks' wide spans of control
  - Occasional duplication of effort or issues being 'missed'
  - Opportunities for Legislature-General staff to 'shop' for solutions or to seek desired responses to requests
  - Financial and other resourcing decisions require sign-off from the two Clerks, which can delay decision-making and action.

Despite the challenges noted, it was recognised by a majority of participants that the two Clerks are making significant efforts to work collaboratively, to improve co-operation across entities and to build avenues for communication. This is appreciated by staff. There is also a strong desire to introduce a more workable structure that resolves identified issues.

The potential for introducing a head of the Legislature-General was almost universally supported by participants of this review and was also the subject of a recommendation made in a 2021 review<sup>7</sup> of governance structures and processes commissioned by the parliamentary entities. A follow-up governance review<sup>8</sup> to quantify progress was conducted in 2023 and noted that this recommended structural change was yet to occur

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<sup>6</sup> Span of control refers to direct reports.

<sup>7</sup> *Governance Review: Options Paper* (April 2021, WLF Accounting and Advisory)

<sup>8</sup> *Follow up of Governance Review August 2023* (August 2023, WLF Accounting and Advisory)

- Based on recommendations arising from the *House of Parliament Project 1: Governance Review* (April 2021), the Governance Committee was established to provide a central point for decision-making and the consideration of requests concerning the Legislature-General. Its membership comprised the Clerk and Deputy Clerk of the House of Assembly, the Clerk and Deputy Clerk of the Legislative Council and the Director Corporate Services.

As noted in the follow-up governance review<sup>9</sup>, this body met infrequently and did not have a clear statement of purpose or defined terms of reference. That review, reporting in August 2023, noted a requirement for the establishment of criteria to support decision-making, clarification of the processes managers should use to submit requests for inclusion on the agenda, introduction of a process for communicating decisions and the provision of resources to support the committee's operation.

A number of participants in the current review felt that the Governance Committee, despite the title, operated as a management group rather than a governance body i.e. one providing oversight of performance, corporate and financial compliance, adherence to standards and processes)

- Recently, the Governance Committee was superseded by the Parliamentary Executive Leadership Team (PELT), retaining the same membership. PELT is now the primary decision-making body for the management of the Legislature-General and its functions. Legislature-General managers are able to put matters to the PELT for consideration, however, some review participants commented that it is difficult to get an item on the agenda within a two-to-three-month timeframe. There is also a need to ensure that Legislature-General managers are kept informed of outcomes and decisions arising from PELT meetings that have implications for the functions they manage, and that they are then empowered to act on them. The review was advised that this does not always occur.

Importantly, the review contends that the introduction of PELT does not fundamentally resolve most of the issues associated with the current structure in which all Legislative-General functions fall under the management of both Clerks

- Currently, staff in all parliamentary entities are employed under the *Parliamentary Privilege Act* (1898)<sup>10</sup> which stipulates that officers of the parliament are appointed by the Governor on the recommendation of the President of the Legislative Council (for the purposes of the Legislative Council), the Speaker of the House of Assembly (for the purposes of the House of Assembly) and, for staff employed for the joint purposes of parliament (primarily staff in the Legislature-General but also staff in the other two entities), the joint recommendation of both presiding officers. Effectively, this means that the two presiding officers are the employers (jointly for the Legislature-General) of all parliamentary staff.

This arrangement creates a number of challenges to the efficient management of parliamentary entities, but primarily for the Legislature-General where managers must, via the Clerks, seek the approval of both Presiding Officers in order to undertake basic activities (such as recruitment). The review understands that legislative change has been initiated that would make the Clerks the employers of staff in parliamentary entities, rather than the Presiding Officers. This change is likely to simplify and expedite decision-making but still requires the efficient operation of PELT and perpetuates a complex reporting arrangement

- Although the security function nominally sits within the Legislature-General, the Security Supervisor is jointly managed by the Usher of the Black Rod and the Sergeant-at-Arms. As mentioned earlier, with reference to the Education team, dual reporting arrangements are not

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<sup>9</sup> *House of Parliament Project 4: Follow up review of Governance* (August 2023 Final Report)

<sup>10</sup> Note that Clerks are appointed by letters patent

ideal and compromise clarity of communication and role expectations. We advise that this function be consolidated under a single manager in the Legislature-General

- Within the Legislature-General there are 7 managers (with one, the Security Supervisor, jointly managed by the Usher of the Black Rod and the Sergeant-at-Arms). This represents a wide span of control for any future head of this organisation, given the diversity of its functions and the seniority and complexity of these positions. Excessively wide spans of control reduce a manager's capacity to spend time with, advise, support and develop their employees. Specific recommendations to address this are made later in this report.

Issues relating specifically to the distribution of functions that align with the Legislature-General's remit are discussed in the section below.

## **Distribution of functions**

As mentioned, the primary function of the House of Assembly and the Legislative Council is to provide operational and procedural support and advice for the respective Houses of Parliament, while the Legislature-General provides support functions that span both Houses. Broadly, the current 'division of labour' between these three entities aligns with these core purposes, but, as noted in an earlier section of this report, areas of duplication or poor fit do exist. These include:

- *Finance:* Historically, financial services functions have been located within, and have provided separate services to, each parliamentary entity, with each having their own CFO. This arrangement is still formally reflected in current structures, as finance roles appear in all three parliamentary entities. However, recent changes have seen some consolidation of financial management functions in practice. Under new arrangements, all finance functions are overseen by the Director Corporate Services/CFO (Legislative Council) with the Manager Finance (House of Assembly) having day to day responsibility for providing services to all parliamentary entities.

At present, though still distributed across entities on organisational charts, the four finance roles report to the Director Corporate Services/CFO. The consolidation of this function should be continued and formalised with all finance roles sitting within the Legislature-General. Key review participants advised the review that the current staffing level for finance roles is sufficient to manage this function, in a centralised way, across all three entities. It is important to acknowledge, however, that resourcing levels will need to be reassessed once the House of Assembly takes on additional Members

- *Education:* The education function sits within the House of Assembly at present (managed by the Second Clerk-Assistant). This team runs a schools program for groups of students visiting Parliament House, as well as an online/videoconference based schools program. It also produces educational resources for teachers and provides outreach to schools, including 'roadshow' visits to those located in remote locations. This function's positioning within one parliamentary entity' has meant that educational content tends to focus on the House of Assembly (e.g. school groups usually visit the Assembly Chamber but not the Legislative Council Chamber), even though educators do strive to present Parliament as a seamless entity. Given its cross-parliament focus, the work of this team is a better fit with the Legislature-General than with either of two Houses.

Staff within this team broadly agree, but noted that, should the education function move to the Legislature-General, for a period of time there would be a need to devote resources to develop new educational material that provides an expanded focus on the Legislative Council,



as this is a current gap. Additionally, at present the education team receives support from the Parliamentary Officer Community Engagement (in the House of Assembly) during busy periods or when staff absences occur. Should the education team move to the Legislature-General, this support would need to continue to be available

- *Security:*
  - As mentioned above, the Security Supervisor is jointly managed by the Usher of the Black Rod (Legislative Council) and Sergeant-at-Arms (House of Assembly). This function should be consolidated within the Legislature-General, with the responsible manager reporting to one person within that entity
  - Within the Legislature-General other aspects of the physical security function are distributed. Although reporting arrangements for this function lie outside the Legislature-General, funding for physical security is contributed from the Building and Facilities work area. The review also notes that the Director of Computer Services has access to a bank of security monitors in his office, which may reflect a historical arrangement where responsibility for security sat with this role. Given the establishment of the Security Supervisor position, all responsibility for physical security surveillance should now sit with that role and funding arrangements and access to security infrastructure should reflect this
- *Property management:*
  - Responsibility for leasing and fitouts of Electorate Offices spans entities. Until recently, leasing and fitouts of Electorate Offices was managed in the Building and Facilities team. The review was advised that this is now being managed by the Deputy Clerks and Director Corporate Services, although responsibility for ongoing maintenance of these offices remains with Building and Facilities. Other aspects of property management are also distributed across areas e.g. responsibility for the transition to new accommodation in the Parliament Square building has been transferred from the Building and Facilities team to the Sergeant-at-Arms in the House of Assembly, even though specialist expertise in this area sits within Building and Facilities. The review recommends that responsibility for fitout for all electorate offices be held within the Legislature-General
  - Responsibility for ICT fitout of electorate offices is split across the Legislature-General and DPAC, with the Legislature-General managing this for non-government members' electorate offices and DPAC being responsible for Ministers' electorate offices. This means that if the government changes, ICT infrastructure can be removed by one entity and replaced by another. This would not occur if responsibility for ICT fitout and maintenance for all offices was held within one entity. We recommend that responsibility for ICT fitout for all electorate offices be held within the Legislature-General
- *Provision of procedural advice:* The advice and support provided by the Legislative Council and the House of Assembly must be apolitical, as these entities serve the parliament, not the government of the day. The review was made aware of a role within the Legislative Council, the Parliamentary Advisor to the Leader of the Government, reporting to the Deputy Clerk, that was created to provide procedural advice to the Premier. This arrangement duplicates the core function of the Clerk of the Legislative Council who is available to provide procedural advice and support to all Members of Parliament. There may be merit in determining the ongoing requirement for this position based on a review of its duties and classification.

## Resourcing

### *Legislative Council*

- A number of review participants were of the view that the resourcing in the Legislative Council is sufficient to allow effective discharge of its range of duties
- When the House of Assembly expands to 35 Members, the number of Electorate Officers will increase by 10, and they will require oversight and support. We note that a more detailed discussion of arrangements for Electorate Officers can be found in a later section of this report

### *House of Assembly*

- Currently, the House of Assembly provides support to a chamber with 25 Members. This number will expand to 35 Members at the next State election. As a result, the number of parliamentary committees and enquiries are likely to increase, leading to an elevated need for the provision of committee and chamber support
- The review understands that a funding bid has been put forward for an additional 3.6 FTE for the House of Assembly that will be recruited through an open merit process. It is anticipated that these additional positions will accommodate the increased demands for services resulting in the expansion of the House. They have been taken into account in the development of the proposed new structure of the House of Assembly presented later in this report

### *Legislature-General*

- *Expansion of the House of Assembly:* The expansion of the House of Assembly will impact the Legislature-General from a resourcing perspective:
  - Electorate offices will need to be leased and fitted out in up to 10 new locations
  - The catering service and library will experience an increase in demand
  - Buildings and Facilities and Computer Services will both need to provide infrastructure and user support to an expanded cohort of Members of Parliament
  - The number of parliamentary committees and enquiries may increase, leading to an elevated need for the provision of Hansard services
- *HR function:* On the recommendation of the *Motion for Respect* report, a Manager People and Culture has been appointed in the Legislature-General, who has now been in the role for some 18 months. This role is supported by a People and Culture consultant. Although significant progress has been made in building up a HR function for the parliamentary entities, the previous deficit in this area was significant and a considerable body of work remains. Senior staff indicated that additional resources are likely to be required to accomplish this, including for the production of discrete and time-limited pieces of work such as a capability review, a workforce plan and a framework for best practice recruitment etc.
- *Workload:* It appears that workload may be unevenly distributed, as the review heard several examples of workloads that exceed the capacity of managers and teams. Some managers in the Legislature-General reported that they regularly work excessive hours (e.g. in excess of 10 hours a day) without access to overtime or an opportunity to share responsibility with other staff, either due to a lack of available resources or the requisite capability or authority. In some cases, the work being performed is urgent, concerns a safety risk (e.g. involves damaged infrastructure that requires immediate attention), or may require specialised expertise due to heritage considerations and/or it may be subject to statutory timeframes. The requirement to remain at parliament late at night or to be present on weekends without compensation places an ongoing

drain on some senior staff and, for them, may have a negative impact on wellbeing. Further examples include the following:

- Workload appears to be an issue for the Parliamentary Reporting Unit (Hansard) team, particularly with respect to providing staff to support committee work on days that a house is sitting (e.g. committee meetings can be scheduled for days when one house is sitting and the other isn't, meaning that members of the Hansard team are still required in that house and in the committee meeting room). To some extent, resourcing issues have been addressed with the recent appointment of two Associate Editors (following the departure of the Deputy Editor), however this recruitment process was not prioritised, leading to a delay in filling these positions and a subsequent buildup of a backlog of work. Given the essential service provided by the Hansard team, it is important that potential staffing gaps in this team are better anticipated and more expediently addressed in future
- It was reported that the workload of the Building and Facilities team exceeds its capacity, meaning that:
  - The Building and Facilities Manager regularly attends to maintenance issues after hours and on weekends without access to back-up from other members of the team. It is not appropriate that this work is undertaken by the manager. The introduction of an on-call and after-hours service to support the Building and Facilities manager with urgent maintenance matters is required to remedy this
  - Important work that is not an immediate priority is not completed, such as ensuring that statutory asset maintenance requirements are current
  - The team is unable to meet its own performance goals
  - Policy development work, and the development of accompanying processes, guidelines, products and tools are not being undertaken due to a lack of time
  - Time for the development of staff capability is limited.

The review understands that the parliamentary entities are due to expand their accommodation holdings in the Parliament Square building which will mean a further increase in the workload of the Building and Facilities team

- *Filling vacancies:* Work areas in the Legislature-General that reported understaffing and high workloads also indicated that approval to initiate recruitment exercises to fill vacant positions can sometimes be slow. Unallocated and non-discretionary work falls on managers until positions can be filled. However, despite some delays, some Legislature-General managers have had opportunities to put forward staffing proposals which have been approved, such as the replacement of a single Deputy Editor position with two Assistant Editors. Others are under consideration, such as a proposal to expand the Building and Facilities team with the goal of providing better after-hours coverage for cleaning and provision of supplies to offices, as well as improved team leadership capability. Similarly, the review was advised that, for some discrete projects, capability has been successfully sourced externally e.g. in relation to classification reviews for advertised positions, and the awarding of a contract to develop a strategic asset management plan
- *Use of casual staff:* In the Legislature-General, the Catering Services team is able to make use of casual staff to manage periods of increased demand due to the availability of the skills required (using the services of Pinnacle People, a hospitality staffing business) but functions in other work areas are too specialised to make drawing on external, casual staff a viable option, for example, in the Parliamentary Reporting Unit

- *Impact on organisational capability:* Shortfalls in resourcing have meant that important initiatives are awaiting implementation, such as the introduction of a system to translate voice recordings in the chambers and in committee meetings to text. The new system will remove the need for manual transcription, significantly reducing the time needed to generate text versions of parliamentary and committee proceedings, as well as reducing the hours over which Hansard staff need to be present particularly when parliamentary sittings extend after hours. From an IT perspective, the new system is ready to be introduced, but the Editor of Debates, who manages the Parliamentary Reporting Unit, does not have the capacity to implement the system, which involves documenting procedures, establishing new schedules and rosters, redesigning jobs, training (in new procedures) and cross-training (in existing procedures) staff, and closely monitoring activities during the transition period
- *Employment type:* A significant proportion (10 of 13) of staff in the library are part time. The review was told that, as a result, it is difficult to schedule leave while also keeping the library staffed, especially in sitting weeks. However, the review was also advised that, despite issues with leave management, the library is well resourced, particularly in comparison to other business areas within the Legislature-General
- *Supplies:* Staff in the Legislature-General do not have access to stationery supplies and so they take these supplies from the House of Assembly and the Legislative Council. This situation needs to be remedied so that staff in the Legislature-General have access to the supplies they need to support their work. It is recommended that stationery and other consumables be managed by an administrative support team within the Legislature-General

### **Gaps in function and organisational capability**

A number of gaps in function and capability were identified across the organisation. These are described below.

- *Management of the Legislature-General*
  - As noted above, there is a pressing need to establish a single senior position that holds overall responsibility for management of the Legislature-General
  - Many participants noted that work areas within the Legislature-General have a culture of operating independently. To address this, the Clerks have convened an overarching Legislature-General management team comprising Clerks, Deputy Clerks and all Legislature-General managers. Despite this positive initiative, the group meets infrequently (once every 6 – 8 weeks) and efforts to boost the profile and status of this body need to be revived. The review contends that managers across the Legislature-General should meet more frequently (once a fortnight). Managers in the Legislature-General also need to bring a whole of organisation perspective to their decision-making and should participate fully in business planning and strategic decision-making for the Legislature-General. To support this, expectations and standards of behaviour need to be jointly established by the group, including establishing expectations of working collaboratively. As a group, managers may need external support for a period of time to build capability in this area. Meetings of the management team also need to be supported by a secretariat function that brings accountability and rigour to this body's deliberations.
- *Financial reporting:* A number of managers across the parliamentary entities identified a lack of access to financial systems as a significant gap. Managers reported being unable to access detailed financial information or a current picture of their budget situation and, as a result, do

not know when they are “in the red”. Financial reports were received inconsistently - managers are provided with monthly reports but these are often delayed. Participants expressed a desire to work with a finance manager who can give them current, accurate information about how budgets are tracking. Managers either need to be provided with access to the financial system, or need to be provided, in a timely way, with up-to-date information on request so they can manage their budgets

- *Records management:* The parliamentary entities do not have an effective records management system at present. There is a need for resourcing to implement, staff and then administer a record and archives management system, a need also acknowledged and addressed in detail in the *ICT Services Strategic Review*<sup>11</sup>, which makes a number of specific and sound recommendations to address the ICT infrastructure, application, process and capability gaps underpinning the entities’ current information management deficits. We understand that this review and its recommendations have provided a basis for the parliamentary entities’ Digital Transformation Strategy that has been formulated to drive improvement in and modernisation of parliament’s information management and communication capabilities
- *Facilities management:* Facilities management lacks some maturity, in large part, due to the fact that the Building and Facilities Manager role was only created and filled approximately 14 months ago. With the introduction of this position, progress has been made towards development of a strategic asset management plan and the review understands that a contract to complete this work has been awarded, an inbox for notification of maintenance issues has been introduced and progress has been made towards the establishment of KPIs for response timeframes. However, there is a need to develop other supporting capabilities, processes, products and tools e.g. a suite of guiding policies.

Given other work demands, the Building and Facilities team does not have the capacity to devote resources to this work at present. Urgent, but less complex work takes precedence e.g. the Assistant Building Manager changes light globes throughout Parliament House. KPIs are not met and even required basic maintenance is not being completed in a timely way, which potentially poses a safety risk, including the risk of failing to comply with safety licensing and statutory asset maintenance requirements (relating to, for example, electrical systems, lifts, legionella tests, extraction systems).

With respect to licensing and statutory maintenance, there is a need to conduct an assessment of current compliance levels and to instigate practices to ensure that checks and repairs are completed based on an appropriate schedule e.g. managed via a statutory maintenance contract. Overall, the review was advised of a lack of resourcing for essential maintenance and asset management. This presents a risk, given the critical nature of the parliament’s function and the public prominence and heritage value of the building it meets in

- *Human resources management:* As mentioned, until reasonably recently, the parliamentary entities have lacked a human resource management function, however significant inroads have been made in addressing this. In 2023, a Manager People and Culture was appointed who has driven the development of a suite of HR policies, supporting frameworks, strategies and tools, such as a performance management framework and a People and Culture Strategy, updated position descriptions and the introduction of classification assessments for roles, and the provision of assistance to managers with recruitment. The review notes that, for much of this work, implementation is at an early stage, and the review was advised that there is a requirement for additional work, such as a need to develop a workforce plan based on a sound understanding of current and required capabilities, to address gaps in capability, and to build

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<sup>11</sup> *ICT Services Strategic Review*, Slide 13, Report prepared by Guide Manage Change (GMC) Advisors.

understanding of and participation in sound management practices e.g. participation in performance management, which at present appears to be largely non-existent. It is also understood that policy development and implementation are 'on hold' at present, pending the outcomes of this review. Comments in relation to resourcing requirements for this function have also been made earlier in this report

- *Community engagement:* One of the core functions of the parliamentary entities is to engage the community in the work of the parliament. As noted above, this occurs primarily through the school and education program which was described by a number of participants as being of a high standard. Otherwise, community engagement and outreach activities are somewhat minimal - consisting primarily of the operation of visitor tours of the parliament building. An expanded community engagement function could modernise parliament's approach to public involvement and increase its accessibility. Such a function could develop and offer services and measures to:
  - Improve public understanding of and engagement with government policy development
  - Organise and run public meetings, focus groups and online portals to gather community input to inform the deliberations of government
  - Advise on, publicise and manage community consultation and input with respect to Bills and the work of parliamentary committees
  - Manage the timely online publishing of the Hansard of Parliamentary debates, tabled documents, and committee submissions and transcripts
  - Manage the parliament's presence on social media.

Staff delivering a community engagement function would also be able to provide backup for staff in the Education team (currently a team of 1.8 FTE) during periods of peak activity or staff absence

- *Research services:* The Parliamentary Library provides a range of services that include management of the library collection and databases, tailored discovery of information resources in response to specific requests, archiving of materials, and selection and collation of published materials (e.g. media clippings). Some libraries in other jurisdictions also employ researchers with subject matter expertise in specific areas who undertake specialised analysis and research in response to more complex questions and requests received from parliamentarians. A number of review participants commented that this type of service is highly valued by Members, but it is not currently provided by the Tasmanian Parliamentary Library. While the library employs staff in research positions, they do not provide the in-depth analysis, including data analysis, offered by researchers in parliamentary libraries in other jurisdictions. Rather, they provide an information discovery service that includes locating and collating relevant materials and references. It is recommended that the library expand its services to include in-depth research and analysis based on subject matter expertise. Some job redesign and a corresponding expansion of capability would be needed for roles in this team to support this expansion
- *Administrative support:* The Legislature-General lacks administrative support positions, and so areas that require this support source it from other parliamentary entities or senior Legislature-General staff take this on. For example, the House of Assembly provides administrative support to the Audit & Risk Committee and the Governance Committee - this is provided by the Parliamentary Assistants who also conduct tours, staff the reception area and provide Chamber support.
- *Business planning:* Business planning for parliamentary entities has been a gap until recently. The review understands that the Director Corporate Services has taken on responsibility for driving this function. It is important that business planning is undertaken collaboratively with



the involvement of managers across the three entities, to ensure specific priorities can be developed, costed and delivered, opportunities for collaboration can be realised and stakeholder requirements met

- *Recruitment:* Earlier, it was noted that some managers find recruitment exercises to fill vacant positions can be slow, given the need to gain approval from PELT to address vacancies. A few participants commented that, anecdotally, some recruitment exercises have lacked rigour, with individuals chosen to fill positions based on their availability rather than on their capability for the job. In these instances, merit principles may not have been applied, despite merit-based appointment being the entities' stated policy. A failure to conduct merit-based recruitment gives rise to the risk that the parliamentary entities miss out on the most capable individuals and it fails to capitalise on innovative ideas and practices that may be brought into the workplace by externally sourced staff
- *Project management:* Project management was identified as a competency gap for the Legislature-General. A project management capability could manage and inform major capital works projects and infrastructure upgrades. At present, there is no area providing centralised oversight of this work, or assurance that sound project management practices and principles, and heritage works guidelines are adhered to. The review was informed, for example, that a project to update or redecorate the Parliament House dining rooms was managed by the Manager Catering Services
- *Enterprise Agreement:* The parliamentary entities need support for the negotiation of a new Enterprise Agreement (EA), as the current industrial agreements are not fit for purpose. A revised EA would also provide an opportunity to address discrepancies in entitlements seen across entities and at the role level (see the later section *Issues associated with employment arrangements, pay, entitlements and conditions*)
- *Performance measurement:* Documentation of performance-relevant outcomes needs development to inform the determination of service and capability needs (e.g. the Parliamentary Library does not document the number or nature of information requests). The review notes that the Building and Facilities Manager has introduced defined KPIs for this work area to allow monitoring and tracking of performance that can be used to inform decision-making about priorities and resource use. This is an approach that should be more widely implemented in the Legislature-General, provided KPIs are appropriately defined
- *Guidance on Members' entitlements:* Some review participants noted that access to advice on Members' entitlements, expenses and allowances and their appropriate use is a current gap. Current arrangements appear to be as follows:
  - Members in the Legislative Council receive advice and guidance on the use of entitlements from the Director Corporate Services
  - Members in the House of Assembly receive advice and guidance on entitlements from the Manager Finance during an induction meeting. Beyond this, further advice for Members in the House of Assembly is available from the Manager Finance, who also administers some allowances
  - Some Member allowances are administered by DPAC however it is not clear where responsibility lies for advising on access to and use of these

Overall, responsibility for the provision of advice on Members' entitlements is dispersed. The parliament would benefit from consistent guidance in this area, the introduction of routine practices and procedures for the provision of advice on access to and use of entitlements, and the establishment of a capability to provide this. This type of function could span:

- Provision of advice to parliamentarians and their staff on travel expenses, allowances, and related expenses
- Monitoring of parliamentarians' use of travel expenses, allowances, and related expenses to improve compliance with requirements and standards
- Administration of travel expenses, allowances, and related expenses, including processing these claims
- Reporting on and auditing work expenses claims
- *Specific skills:* A few participants felt that research and writing skills could be further developed in some areas, particularly in relation to committee support functions. At times, Clerks have had to write drafts (for example of the annual report) as the required capability and/or capacity was not available within a cohort of staff. Recruitment exercises for roles requiring these skills should incorporate the completion of written work sample tests that require an objective demonstration of writing skills
- *Communication:* Consistent with the existence of a culture of 'silos' within and across the parliamentary entities, communication does not always occur between functionally interdependent areas. For example:
  - It is essential that parliamentary committee meetings (scheduled by the Legislative Council and the House of Assembly) are supported by members of the Parliamentary Reporting Unit to ensure that committee proceedings are documented in line with statutory requirements to produce and maintain official records. However, the Parliamentary Reporting Unit is often not informed of committee meetings in a timely way, leaving insufficient time to fill the staffing roster. Committee meetings can be scheduled on days that coincide with parliamentary sitting days, meaning that the demand for parliamentary reporting staff can be difficult to meet. Communication and joint planning between the Legislative Council and the House of Assembly's committee support areas and the Parliamentary Reporting Unit could be improved from current practices
  - Projects that will have an impact across areas are not all well understood in work areas that will be affected by project outcomes e.g. the move to digitise the parliament's written materials and collections has implications across work areas but is not as widely understood as it needs to be. Work areas that will be affected by upcoming initiatives need to be kept informed and engaged in relevant project work
  - Some participants noted that the visibility of senior staff could be increased, but also acknowledged the recent instigation of "Town Hall" meetings, attended by staff from all entities and held by the two Clerks (and facilitated by the People and Culture Manager). This initiative is a positive one that should continue, with recognition that it may take several iterations before becoming a settled, trusted and understood forum for communication and feedback. To maximise the impact of these Town Hall sessions on building a positive, respectful and trusting relationship between staff and the senior leadership, the Clerks should be responsible for direct facilitation of discussion as much as possible
- *Support for change management:* Currently, the parliamentary entities are experiencing changes that have been prompted by the release of the *Motion for Respect* report (such as the initiation of this review), with even more significant changes likely. In general, most staff welcome changes to working arrangements, structures and practices that have been well explained, are understood, have incorporated feedback and/or a consultation process and that will lead to improvements in the workplace. However, achieving this state takes time, skills and



resources, a period of capability development for those affected and the establishment of a gradually expanding track record of delivered commitments and transparent implementation. Organisations typically need support to develop and communicate the case for change, guide, troubleshoot and then implement initiatives. For this reason, the parliamentary entities, and the Clerks, will need support for a time from a culture and change management expert.

## **Electorate Officers**

Electorate Officers are employed to manage Members' electorate offices, which are provided for the conduct of parliamentary business and are located within electoral divisions. A number of issues were identified in relation to the management of Electorate Officers:

- *Employment arrangements:* All Electorate Officers are essentially engaged to perform the same function, however, management, access, support, employment and resourcing arrangements for these staff differ as a function of characteristics of the Member they support:
  - 15 Electorate Officers supporting Members of the Legislative Council are jointly managed by the Director Corporate Services and the Deputy Clerk in the Legislative Council
  - 25 Electorate Officers for House of Assembly Members are supported by either Premier and Ministerial Services (PAMS) within the Office of the Premier or the Department of the Premier and Cabinet (DPAC). Electorate Officers working in Ministers' and Independents' electorate offices are managed by PAMS. Other House of Assembly Electorate Officers are managed by DPAC
  - Electorate Officers supporting non-government Members do not have direct access to the iMIN intranet<sup>12</sup> or the information and policy guidance it holds and must seek this through DPAC. Electorate Officers supporting Independent Members can also seek access via PAMS
  - Electorate Officer positions managed by DPAC and PAMS are usually advertised in local papers and on seek.com – the advertisements may not specify a salary
  - Electorate Officers for Legislative Council Members are paid more than those employed by DPAC, potentially in the order of some \$10 000. Generally, other Electorate Officers are paid within a specified salary range (Level D)<sup>13</sup>, however, these Electorate Officers are also able to negotiate pay arrangements with Members, leading to further inconsistencies across EO roles in general
  - A majority of review participants held the view that employment responsibility for Electorate Officers should sit in one place and that all Electorate Officers should have the same entitlements and conditions.
- *Management of Electorate Officers:*
  - The review understands that there is little day-to-day contact between the Legislative Council and its Electorate Officers. Although these Electorate Officers have avenues for pursuing grievances or complaints or matters relating to discrimination or harassment (e.g. initiating discussions with the Deputy Clerk or the Director Corporate Services in the

<sup>12</sup> The review understands from PAMS that iMIN is being redeveloped and that PAMS is exploring ways to give access to iMIN to staff supporting non-government Members.

<sup>13</sup> [https://www.dpac.tas.gov.au/\\_\\_data/assets/pdf\\_file/0020/325172/Attachment-1-MPS-Ministerial-and-Staff-Employee-and-Salary-Details-November-2023.pdf](https://www.dpac.tas.gov.au/__data/assets/pdf_file/0020/325172/Attachment-1-MPS-Ministerial-and-Staff-Employee-and-Salary-Details-November-2023.pdf)

Legislative Council or the Manager People and Culture in the Legislature-General), the review was advised that these avenues are not routinely used

- Electorate Officers for House of Assembly Members are able to obtain guidance and assistance on any matter from PAMS or the HR area in DPAC, and the review understands that this is regularly sought
  - The Legislative Council makes efforts to ensure that consistent, merit-based recruitment processes are used for its Electorate Officers. Outside this entity, consistent practices are less applied, primarily because Members have varying levels of input to recruitment decisions
  - Electorate Officers provide a parliamentary support function which represents the closest fit with the Legislature-General and its core purpose. This review recommends that responsibility for oversight of all Electorate Officers be consolidated within the Legislature-General and that a new team be created to provide this oversight and support
- *Responsibilities of Electorate Officers:*
    - Responsibilities given to Electorate Officers differ between Members. A number of participants noted that demand can be high and, at times, beyond reasonable expectations
    - Electorate Officers should not be employed to perform Ministerial work or party-political work (e.g. campaign activity such as distributing party material) but, particularly in the House of Assembly, often do so. More scrutiny is given to the work of Electorate Officers managed by the Legislative Council, who are actively discouraged from engaging in work with a political element. It is recommended that a documented standard be developed to establish an appropriate scope of work for all Electorate Officers.
  - *Work health and safety:*
    - Considerable WHS risks exist in relation to Electorate Officers who work in small and remote offices. Electorate Officers must often deal, alone, with constituents. The review was told repeatedly that these working conditions represent a significant risk to staff wellbeing that is of major concern to senior officers and Members themselves across the parliamentary entities. We note that in 2023 the Queensland Parliamentary Service initiated a process of installing closed circuit television (CCTV) surveillance systems in all electorate offices across the state to improve security within these offices.

## Classification and position descriptions

Issues associated with the classification of positions and the structure, content and utility of position descriptions are described below.

### *Classification*

- In the past, the classification of positions in Tasmanian parliamentary entities has been determined in an ad hoc way, without reference to established classification benchmarks. Consistent with this, a number of participants across entities hold the view that their role, their staff members' roles or other management roles are not correctly classified. The review understands that classification assessments are now occurring for advertised roles, with an external provider engaged to complete classification assessments when these are required. Due to the nature of past practices, existing positions may also require classification review, ensuring that incumbents understand that roles identified as under-classified may become the subject of

a competitive, merit-based recruitment exercise if reclassified at a higher level. Conversely, any roles that are over-classified may be redesigned and subsequent staffing action may also impact current incumbents

- As part of any restructure of the parliamentary entities, role design work for new or altered positions will need to be conducted with reference to the relevant classification structure, to ensure that roles are assigned tasks of an appropriate work value.

#### *Position descriptions*

- Following the engagement of the People and Culture Manager, a process of updating position descriptions (PDs) across the three parliamentary entities has begun. At the time of writing, most roles in each parliamentary entity now have PDs, although coverage varies across each entity, as follows:
  - In the House of Assembly, PDs exist for all roles
  - In the Legislative Council, PDs exist for all roles, with the exception of the Trainee role
  - In the Legislature-General, PDs exist for all roles in the Catering Services, Building and Facilities, and People and Culture business units, however some units are missing PDs for specific roles:
    - *Security*: Security Officer (contracted)
    - *Parliamentary Reporting*: Editor of Debates (SPO1) and Casual Sub-Editor (Band 3)
    - *Parliamentary Library*: Librarian (Band 6), Library Clerk (Band 2), Casual Library Assistant (Band 4)
    - *Computer Services*: Computer Systems Officer (Band 5), Computer Systems Officer (Band 4) and Casual Vision Switcher (Band 1)
    - *Finance*: Finance Officer Accounts (Band 3).
- Following a review of all existing PDs across the three parliamentary entities, it was noted that:
  - The *structure* of PD documents varies. Some PDs (mostly older documents) contain broad and basic information and others (mostly newer documents) contain more specific, detailed sections. PDs developed more recently have a consistent and clear structure across roles and parliamentary entities, and are generally of a higher quality than older PDs
  - The *content* and therefore likely *utility* of PDs is also varied. Most PDs include key accountabilities, role location, relevant award details and selection criteria for new applicants, and many include classification level of roles. However, key information is missing in some PDs, particularly in older documents. For example, many lack information pertaining to employment terms and conditions (i.e., whether the role is full time/part time/casual, or permanent/fixed term, etc.) and some omit reporting arrangements (i.e., supervisor and direct reports). Hours of work, including expectations for parliamentary sitting days, are included in some PDs but not others. It is recommended that this information is included for clarity in PDs developed or revised in future.

In relation to the utility or potential for the useful application of PDs, more recently developed PDs are more likely to contain information of value for recruitment exercises, provide greater role clarity and be useful in performance management. For example, many PDs include a description of parliamentary values and context, as well as reasons to work for the Tasmanian parliament - useful information for potential role applicants. These PDs also include a broad statement of the purpose of the

position, as well as key challenges and stakeholders, allowing potential applicants to determine their suitability for roles. Furthermore, the addition of capability indicators alongside selection criteria provides important information about performance expectations for incumbents, as well as a valuable reference point for supervisors providing feedback to staff on their performance.

The review notes that the new *Work Health and Safety Amendment Act 2022* highlights that the provision of role clarity is a key factor in reducing risk to workers' mental health in the workplace. In providing a tool to improve the fit between job characteristics and staff capability, the more detailed and comprehensive nature of more recently developed PDs may, in part, mitigate against the psychosocial risk associated with a lack of role clarity. Older PDs should be revised to align with the newer format and content.

Finally, it was noted that many PDs include the statement "perform any other allocated duties, not specifically mentioned in this document...", or alternative wording to this effect. This inclusion is non-specific and does not provide any useful guidance on expected role responsibilities for potential applicants, incumbents or supervisors. The review recommends that only key responsibilities capturing the duties most often performed in a role are included in future PDs. These need not include every potential task.

### **Structural arrangements seen in comparable parliamentary entities**

To provide a point of comparison, structures of parliamentary entities in other jurisdictions were examined. Organisational structures for the following entities were reviewed<sup>14</sup>:

- Parliament of Australia
- Parliament of New South Wales
- Parliament of Victoria
- Parliament of Queensland
- Parliament of Western Australia
- Parliament of South Australia
- Parliament of the Australian Capital Territory
- Parliament of the Northern Territory
- Parliament of New Zealand.

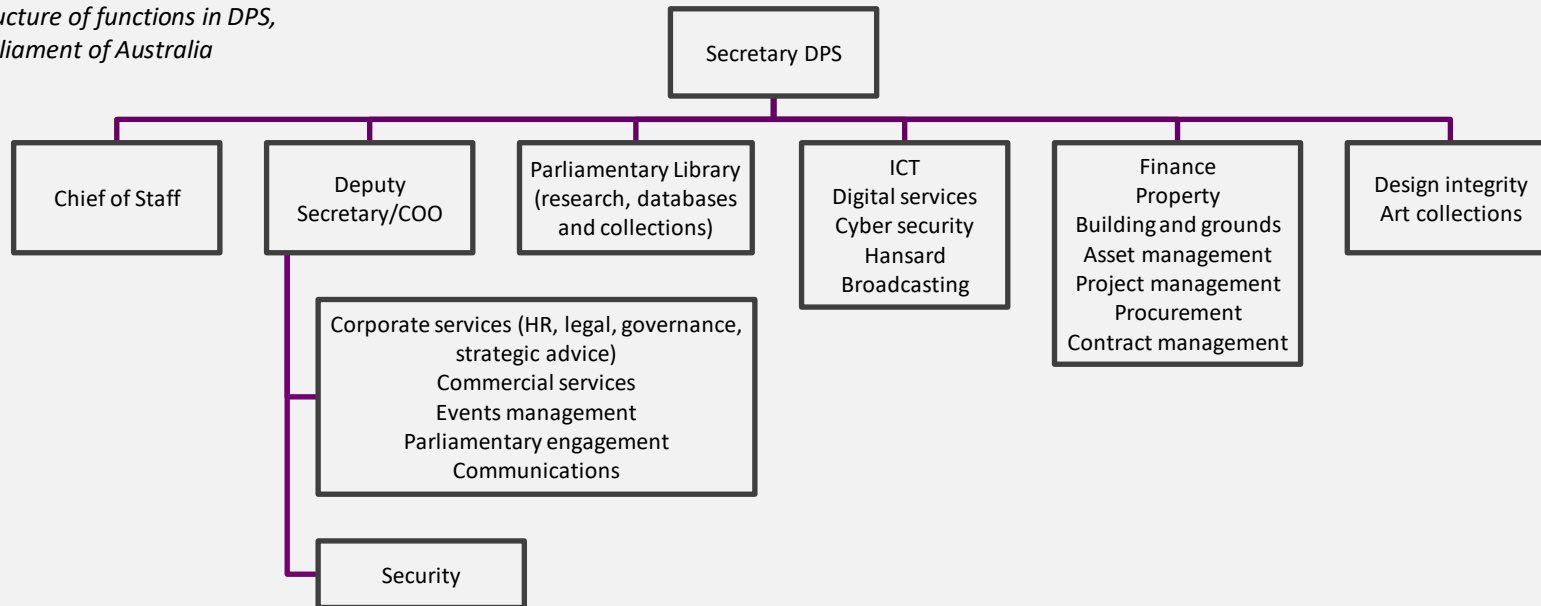
Relevant features of these parliamentary entities, including current structures, reporting arrangements and the distribution of parliamentary support functions, are summarised below. At a broad level, the structure of the primary parliamentary 'support or shared services' entity in each jurisdiction is represented diagrammatically (formats vary as a function of the information available for each jurisdiction). In some jurisdictions, independent entities provide separate oversight or support functions – these are noted where they exist. Following the presentation of each structure, key features or issues of relevance to an examination of the Tasmanian parliamentary entities are noted.

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<sup>14</sup> Information was sourced from organisational charts provided by the IPM and from annual reports and websites produced by parliaments in each jurisdiction

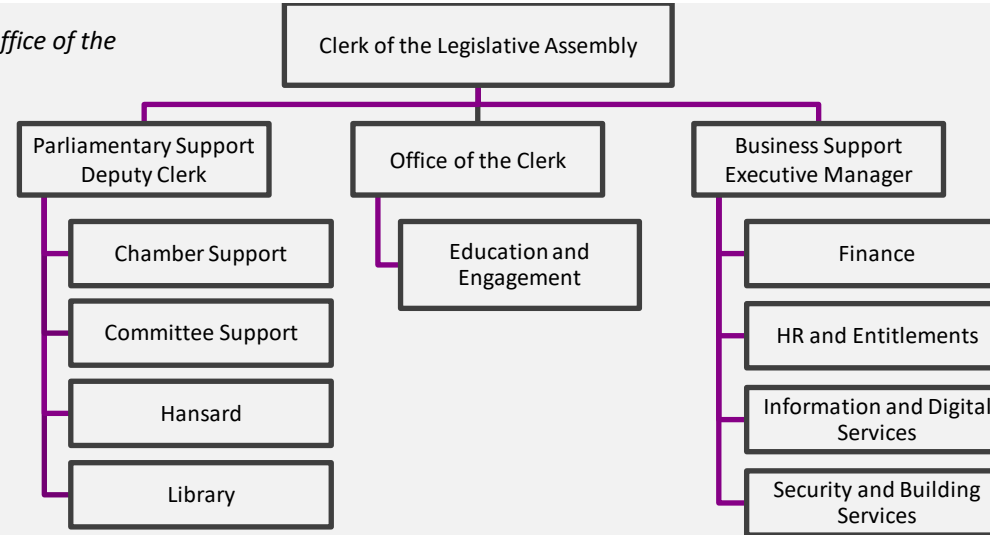
Jurisdiction	Structure	Distribution of parliamentary support functions	Relevant issues
Parliament of Australia	<ul style="list-style-type: none"> <li>■ Bicameral parliament supported by four independent parliamentary entities: <ul style="list-style-type: none"> <li>○ Department of the Senate, with the Clerk of the Senate as the administrative head</li> <li>○ Department of the House of Representatives, with the Clerk of the House as the administrative head</li> <li>○ Department of Parliamentary Services (DPS) led by the Secretary DPS</li> <li>○ Parliamentary Budget Office, led by the Parliamentary Budget Officer</li> </ul> </li> <li>■ The Secretary DPS reports to Parliament's Presiding Officers</li> <li>■ The Independent Parliamentary Expenses Authority (IPEA), while sitting outside the entities noted above, administers and provides advice on travel expenses for parliamentarians and staff and reports on and audits parliamentarians' work resources and staff travel expenses</li> <li>■ The Parliamentary Workplace Support Service (PWSS) is an independent statutory agency that provides HR advice and assistance to parliamentarians, staff and volunteers including in relation to: <ul style="list-style-type: none"> <li>○ The employment lifecycle (e.g. job design, recruitment, performance)</li> <li>○ Education and training</li> <li>○ WHS policy, compliance and incident management</li> <li>○ Counselling, intervention and resolution, mediation</li> <li>○ Referral to specialised services</li> <li>○ Support to make a police report about an employment matter.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>■ The Department of the House of Representatives and the Department of the Senate provide advice, parliamentary information, administrative support services and chamber support to parliament and its committees</li> <li>■ The Department of Parliamentary Services incorporates the following functions and services: <ul style="list-style-type: none"> <li>○ Library and research</li> <li>○ Information and communication technology</li> <li>○ Security</li> <li>○ Building, grounds and design integrity</li> <li>○ Audio visual and Hansard</li> <li>○ Art services</li> <li>○ Visitor services</li> <li>○ Food and beverage services</li> <li>○ Retail, health, banking, and childcare services</li> <li>○ Corporate, administrative and strategic services for DPS only</li> </ul> </li> <li>■ The Department of the House of Representatives and the Department of the Senate also have separate HR and Finance functions</li> <li>■ The Department of the Senate operates a separate public and schools education program</li> </ul>	<ul style="list-style-type: none"> <li>■ There is some duplication of functions across entities with respect to corporate (including HR and Finance) and education services, but with these exceptions parliamentary support functions are consolidated in a separate, autonomous entity (DPS)</li> <li>■ The IPEA provides independent oversight and advice to parliamentarians and their staff in relation to a range of work-related expenses. This function has no equivalent in the Tasmanian parliamentary entities</li> <li>■ The PWSS is unique in parliamentary workplaces in Australia. It was established in response to the <i>Set the Standard: Report on the Independent Review into Commonwealth Parliamentary Workplaces</i>. It provides an extensive range of independent advice and support services to people in parliamentary workplaces.</li> </ul>

*Structure of functions in DPS,  
Parliament of Australia*



Jurisdiction	Structure	Distribution of parliamentary support functions	Relevant issues
Parliament of the Australian Capital Territory	<ul style="list-style-type: none"> <li>Unicameral parliament supported by one parliamentary entity:               <ul style="list-style-type: none"> <li>Office of the Legislative Assembly with the Clerk of the Legislative Assembly as the administrative head</li> </ul> </li> <li>The Clerk of the Legislative Assembly reports to Parliament's Presiding Officer, the Speaker of the Australian Capital Territory Legislative Assembly</li> </ul>	<ul style="list-style-type: none"> <li>The Office of the Legislative Assembly combines all parliamentary services in one entity (noting that it supports a unicameral parliament)</li> <li>The Office of the Legislative Assembly incorporates the following functions and services:               <ul style="list-style-type: none"> <li>Provision of administrative and procedural advice and support to the operation of the chamber and committees</li> <li>Governance and procedural matters</li> <li>Parliamentary education</li> <li>Public affairs</li> <li>Creation of transcripts of proceedings and publication of Hansard</li> <li>Library information and reference services</li> <li>Financial and budgetary management</li> <li>Payroll</li> <li>HR</li> <li>Entitlements advisory services</li> <li>ICT</li> <li>Records management</li> <li>Broadcasting services</li> <li>Security</li> <li>Facilities and building management services.</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Core business functions are assigned to the Deputy Clerk, who oversees chamber support and, committee support functions, Hansard and the Assembly Library, rather than operating solely in a Deputy capacity</li> </ul>

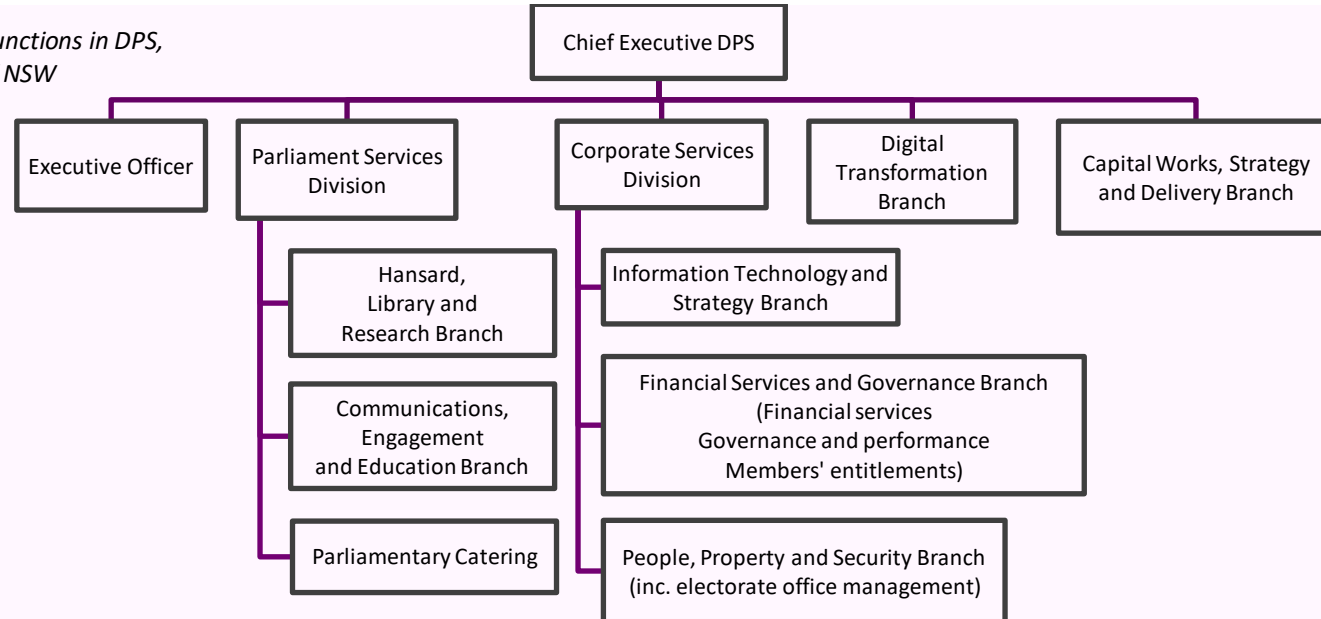
*Structure of functions in the Office of the  
Legislative Assembly, ACT*





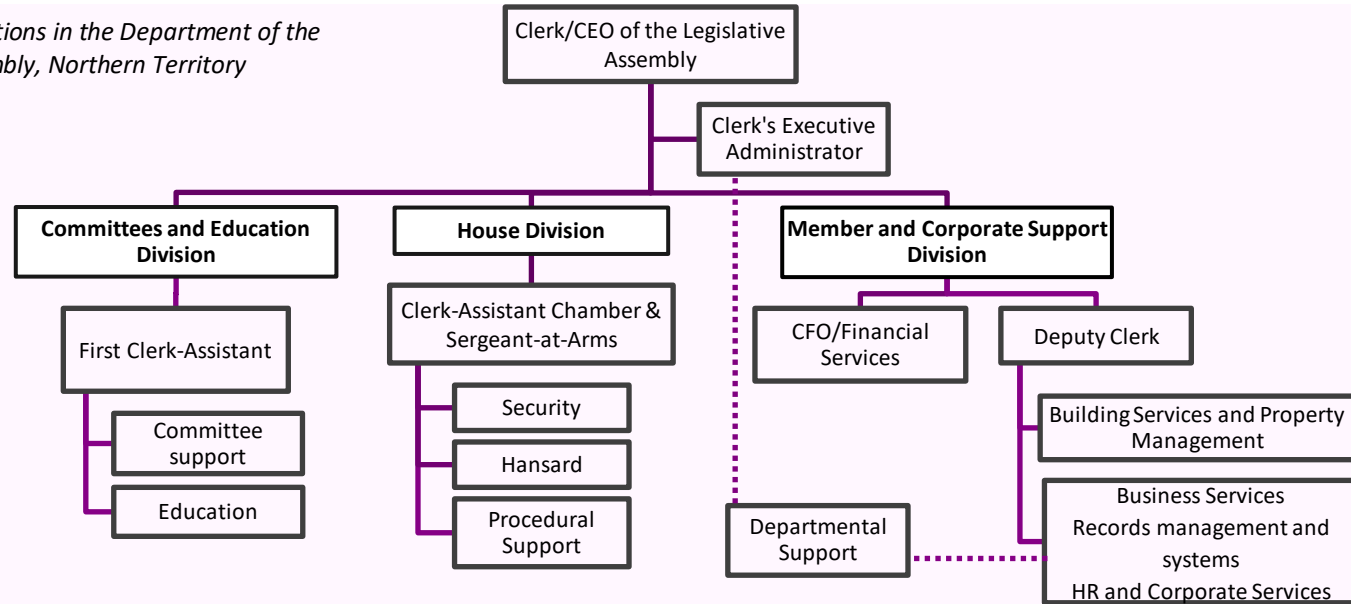
Jurisdiction	Structure	Distribution of parliamentary support functions	Relevant issues
Parliament of New South Wales	<ul style="list-style-type: none"> <li>▪ Bicameral parliament supported by four independent parliamentary entities: <ul style="list-style-type: none"> <li>○ Department of the Legislative Assembly with the Clerk of the Legislative Assembly as the administrative head</li> <li>○ Department of the Legislative Council with the Clerk of the Parliaments (also known as the Clerk of the Legislative Council) as the administrative head</li> <li>○ Department of Parliamentary Services (DPS) led by the Chief Executive DPS</li> <li>○ Parliamentary Budget Office, led by the Parliamentary Budget Officer</li> </ul> </li> <li>▪ The Chief Executive DPS reports to Parliament's Presiding Officers</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Department of the Legislative Assembly and the Department of the Legislative Council provide advice, parliamentary information, administrative support services and chamber support to parliament and its committees</li> <li>▪ The Department of Parliamentary Services incorporates the following functions and services: <ul style="list-style-type: none"> <li>○ Library &amp; research</li> <li>○ Hansard</li> <li>○ Communications</li> <li>○ Information technology</li> <li>○ Digital transformation</li> <li>○ Engagement &amp; education</li> <li>○ Financial services and governance</li> <li>○ HR/People</li> <li>○ Property &amp; security</li> <li>○ Capital works strategy &amp; delivery</li> <li>○ Catering</li> <li>○ Managing the electorate office network</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Overall, all joint support functions are provided by the Department of Parliamentary Services and are not duplicated in the other parliamentary entities</li> <li>▪ Electorate offices are managed in In DPS, by the People, Property and Security Branch</li> <li>▪ In DPS some functions sit within dedicated work areas: <ul style="list-style-type: none"> <li>○ Capital works (at the Branch level)</li> <li>○ Digital transformation (at the Branch level)</li> <li>○ Members' entitlements (at the Team level)</li> </ul> </li> </ul>

*Structure of functions in DPS,  
Parliament of NSW*



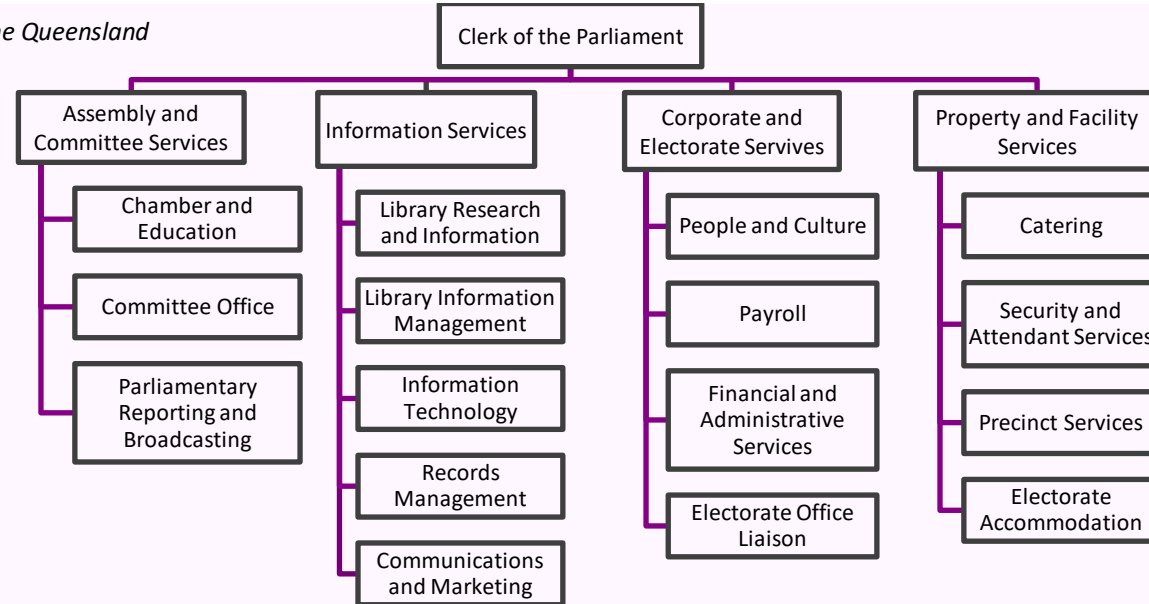
Jurisdiction	Structure	Distribution of parliamentary support functions	Relevant issues
Parliament of the Northern Territory	<ul style="list-style-type: none"> <li>Unicameral parliament supported by one parliamentary entity: <ul style="list-style-type: none"> <li>The Department of the Legislative Assembly with the Clerk/CEO of the Legislative Assembly as the administrative head</li> </ul> </li> <li>The Clerk/CEO of the Legislative Assembly reports to Parliament's Presiding Officer, the Speaker of the Legislative Assembly</li> </ul>	<ul style="list-style-type: none"> <li>The Department of the Legislative Assembly combines all parliamentary services in one entity (noting that it supports a unicameral parliament)</li> <li>The Department of the Legislative Assembly incorporates the following functions and services: <ul style="list-style-type: none"> <li>Provision of administrative and procedural advice and support to the operation of the Assembly and committees</li> <li>Creation of transcripts of proceedings and publishing Hansard</li> <li>Education</li> <li>Financial and budgetary management</li> <li>Procurement advice</li> <li>HR</li> <li>Regulatory compliance</li> <li>ICT</li> <li>Library services</li> <li>Records and business systems</li> <li>Security</li> <li>Building and property management</li> <li>Administrative support to the Department</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Reporting arrangements within the Department of the Legislative Assembly incorporate some dual reporting lines</li> <li>Core business functions are assigned to the Deputy Clerk, who oversees corporate functions and building/property services rather than operating solely in a Deputy capacity</li> <li>The Department of the Legislative Assembly includes a dedicated team providing departmental/administrative support</li> </ul>

*Structure of functions in the Department of the  
Legislative Assembly, Northern Territory*



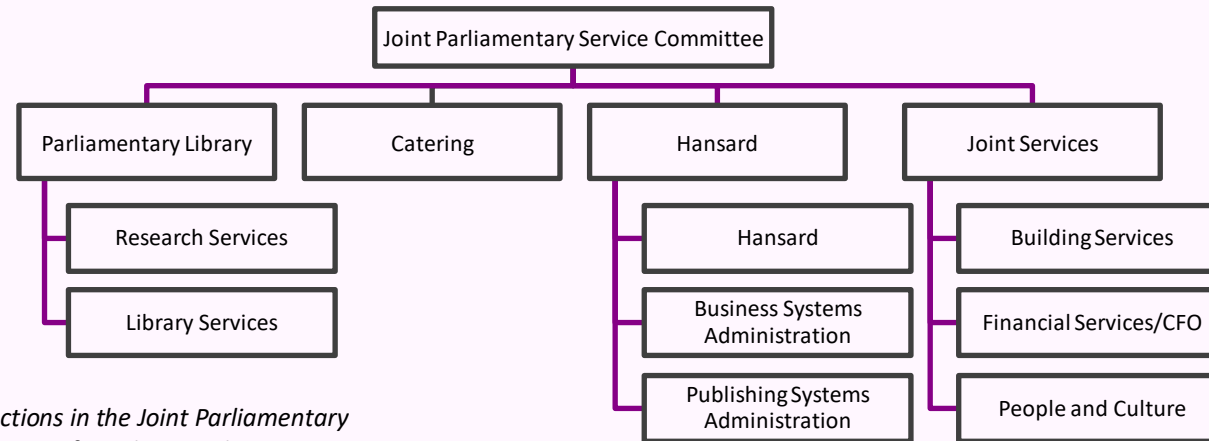
Jurisdiction	Structure	Distribution of parliamentary support functions	Relevant issues
Parliament of Queensland	<ul style="list-style-type: none"> <li>Unicameral parliament supported by one parliamentary entity:               <ul style="list-style-type: none"> <li>Queensland Parliamentary Service with the Clerk of the Parliament as the administrative head</li> </ul> </li> <li>The Clerk of the Parliament reports to Parliament's Presiding Officer, the Speaker of the Legislative Assembly</li> <li>The Queensland Parliamentary Service includes the Office of the Parliamentary Crime and Corruption Commissioner (this sits within the Committee Office)</li> </ul>	<ul style="list-style-type: none"> <li>The Queensland Parliamentary Service combines all parliamentary services in one entity (noting that it supports a unicameral parliament)</li> <li>The Queensland Parliamentary Service incorporates the following functions and services:               <ul style="list-style-type: none"> <li>Provision of advice, parliamentary information and administrative support services to assist the operations of the Legislative Assembly</li> <li>Committee support</li> <li>Public education and outreach</li> <li>Parliamentary reporting and broadcasting</li> <li>Library and research services</li> <li>Information technology</li> <li>Records management</li> <li>Marketing and communications</li> <li>Financial services</li> <li>Payroll</li> <li>People and culture</li> <li>Security and attendant services (including chamber services, tours and reception)</li> <li>Electorate office accommodation</li> <li>Electorate office liaison, including support for electorate staff and member remuneration</li> <li>Catering</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>The Queensland Parliamentary Service combines all parliamentary services in one entity (noting that it supports a unicameral parliament)</li> <li>The Queensland Parliamentary Service has established dedicated work areas for electorate office accommodation and electorate office liaison</li> </ul>

*Structure of functions in the Queensland  
Parliamentary Service*



Jurisdiction	Structure	Distribution of parliamentary support functions	Relevant issues
Parliament of South Australia	<ul style="list-style-type: none"> <li>▪ Bicameral parliament supported by three independent parliamentary entities: <ul style="list-style-type: none"> <li>○ House of Assembly with the Clerk of the House of Assembly as the administrative head</li> <li>○ Legislative Council with the Clerk of the Legislative Council as the administrative head</li> <li>○ Joint Parliamentary Services led by the Joint Parliamentary Service Committee (JPSC)</li> </ul> </li> <li>▪ The JPSC (overseeing the Joint Parliamentary Service) consists of members of both houses and is chaired in alternate years by the Presiding Officers of each house. Senior managers in the Joint Parliamentary Service report to the JPSC.</li> <li>▪ Within the Joint Parliamentary Service, corporate functions (building services, financial services, and HR/People and Culture) are grouped together under the oversight of the Secretary to the JPSC and so do not appear to have a dedicated manager.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The House of Assembly and the Legislative Council provide advice, parliamentary information, administrative support services and chamber support to parliament and its committees</li> <li>▪ The Joint Parliamentary Service incorporates the following functions and services: <ul style="list-style-type: none"> <li>○ Financial management</li> <li>○ People and culture</li> <li>○ Parliamentary library and research services</li> <li>○ Catering</li> <li>○ Hansard</li> <li>○ Business systems and applications management</li> <li>○ Building services</li> </ul> </li> <li>▪ The House of Assembly has its own corporate services and community education functions as well as a role managing business applications, but these functions are not replicated in the Legislative Council</li> <li>▪ The Legislative Council includes a security services function</li> </ul>	<ul style="list-style-type: none"> <li>▪ There appears to be some duplication of functions across entities in relation to corporate services and IT (business applications management)</li> <li>▪ As with the Tasmanian Parliamentary entities, the education function is formally associated with one house only (the House of Assembly)</li> <li>▪ The Joint Parliamentary Service is managed by a committee, rather than by a single role</li> <li>▪ The <i>Review of Harassment in the South Australian Parliament Workplace (2021)</i><sup>15</sup> described Joint Parliamentary Service reporting arrangements as ‘disparate’, leading to inconsistent business practices, policies and entitlements, inefficiencies in work practices and confusion about where to seek assistance or advice. The need for a centrally administered approach was identified. The report also identified the lack of a cohesive, centralised and well-resourced HR function as being a significant gap (currently this function comprises two roles – a People and Culture Co-ordinator and a HR Business Partner)</li> </ul>

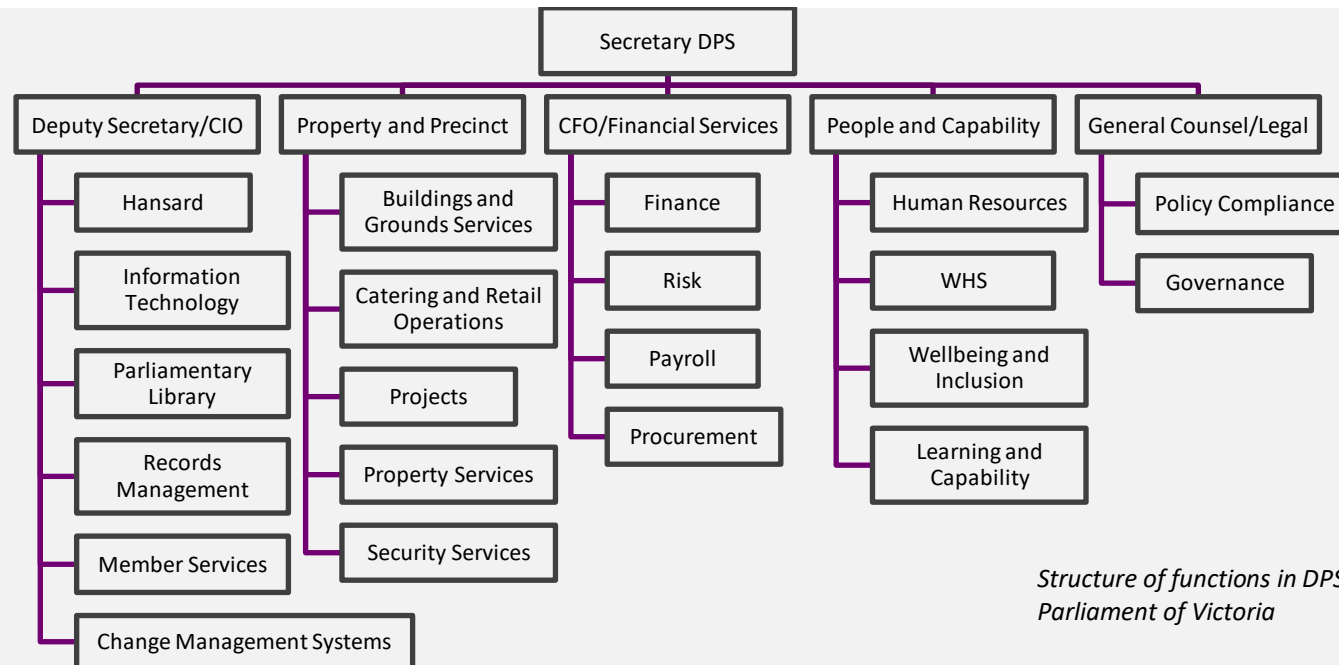
<sup>15</sup> Report by the Equal Opportunity Commission to the Houses of the South Australian Parliament, February 2021



*Structure of functions in the Joint Parliamentary Services, Parliament of South Australia*



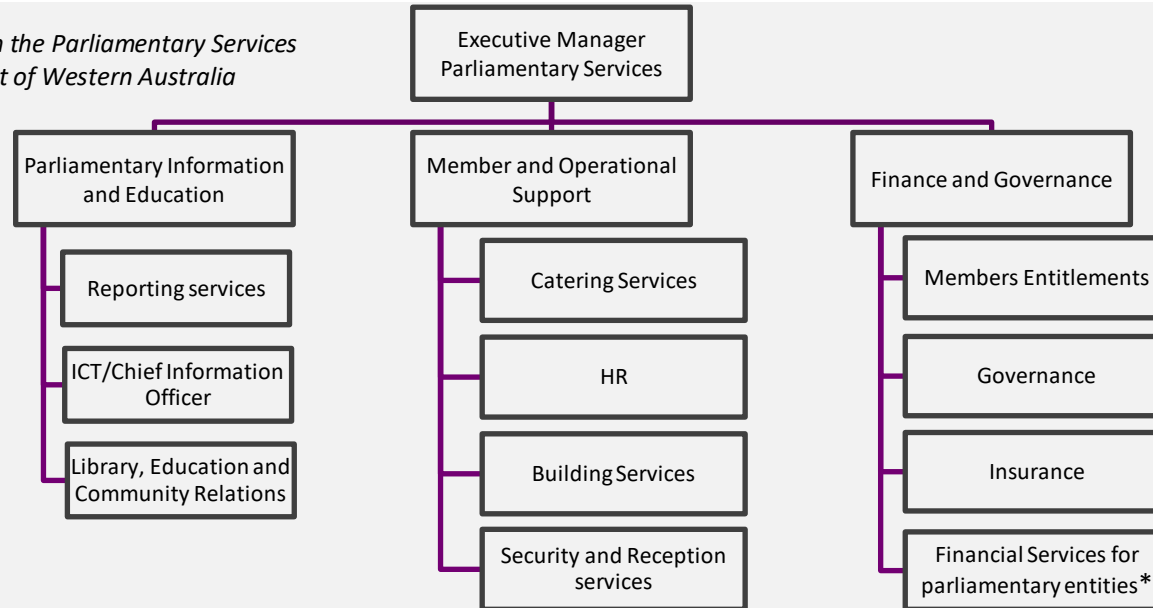
Jurisdiction	Structure	Distribution of parliamentary support functions	Relevant issues
Parliament of Victoria	<ul style="list-style-type: none"> <li>▪ Bicameral parliament supported by three independent parliamentary entities: <ul style="list-style-type: none"> <li>○ Department of the Legislative Assembly with the Clerk of the Legislative Assembly as the administrative head</li> <li>○ Department of the Legislative Council with the Clerk of the Legislative Council as the administrative head</li> <li>○ Department of Parliamentary Services (DPS) led by the Secretary DPS</li> </ul> </li> <li>▪ The Secretary DPS reports to Parliament's Presiding Officers</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Department of the Legislative Assembly and the Department of the Legislative Council provide advice, parliamentary information, administrative support services and chamber support to parliament and its committees</li> <li>▪ The Department of Parliamentary Services incorporates the following functions and services: <ul style="list-style-type: none"> <li>○ Information technology and cybersecurity</li> <li>○ Hansard</li> <li>○ Parliamentary library</li> <li>○ Records management</li> <li>○ Change management systems</li> <li>○ Member services</li> <li>○ Property, building and grounds services</li> <li>○ Catering and retail operations</li> <li>○ Security services</li> <li>○ Major projects</li> <li>○ Finance and risk</li> <li>○ Payroll</li> <li>○ Procurement</li> <li>○ HR</li> <li>○ Work health and safety</li> <li>○ Policy compliance and governance</li> <li>○ Legal</li> </ul> </li> <li>▪ The community engagement and education function is managed by the Community Engagement Unit within the Department of the Legislative Council, but the team is comprised of staff from all three entities, indicating a high degree of collaboration with respect to this function. This team is also responsible for social media management</li> <li>▪ The Department of the Legislative Assembly has a Tours and Customer Service Unit that staffs the Parliament reception desk, operates public tours and is responsible for visitor management</li> <li>▪ The Department of the Legislative Council has an Attendant Group that offers concierge services and public tours</li> </ul>	<ul style="list-style-type: none"> <li>▪ Overall, functions provided by the Department of Parliamentary Services are not duplicated in the other parliamentary entities, though some parliamentary support functions (e.g. reception, education and community engagement, social media, public tours) exist outside it</li> </ul>



*Structure of functions in DPS,  
Parliament of Victoria*

Jurisdiction	Structure	Distribution of parliamentary support functions	Relevant issues
Parliament of Western Australia	<ul style="list-style-type: none"> <li>▪ Bicameral parliament supported by three independent parliamentary entities: <ul style="list-style-type: none"> <li>○ Department of the Legislative Assembly with the Clerk of the Legislative Assembly as the administrative head</li> <li>○ Department of the Legislative Council with the Clerk of the Legislative Council as the administrative head</li> <li>○ Parliamentary Services Department led by the Executive Manager Parliamentary Services</li> </ul> </li> <li>▪ The Executive Manager Parliamentary Services Department reports to Parliament's Presiding Officers</li> </ul>	<ul style="list-style-type: none"> <li>▪ The Department of the Legislative Assembly and the Department of the Legislative Council provide advice, parliamentary information, administrative support services and chamber support to parliament and its committees</li> <li>▪ The Parliamentary Services Department incorporates the following functions and services: <ul style="list-style-type: none"> <li>○ Building and facilities management</li> <li>○ Security</li> <li>○ Reception Services</li> <li>○ Catering for meetings and functions</li> <li>○ Human Resources</li> <li>○ Information Technology infrastructure and support</li> <li>○ Transcription and broadcasting services for the chambers and committees</li> <li>○ Community education</li> <li>○ Library services</li> <li>○ Financial management</li> <li>○ Governance</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>▪ Overall, all joint support functions are provided by the Parliamentary Services Department and are not duplicated in the other parliamentary entities</li> <li>▪ Within the department, all functions are distributed across three Directorates only (i.e. the structure is not top heavy)</li> </ul>

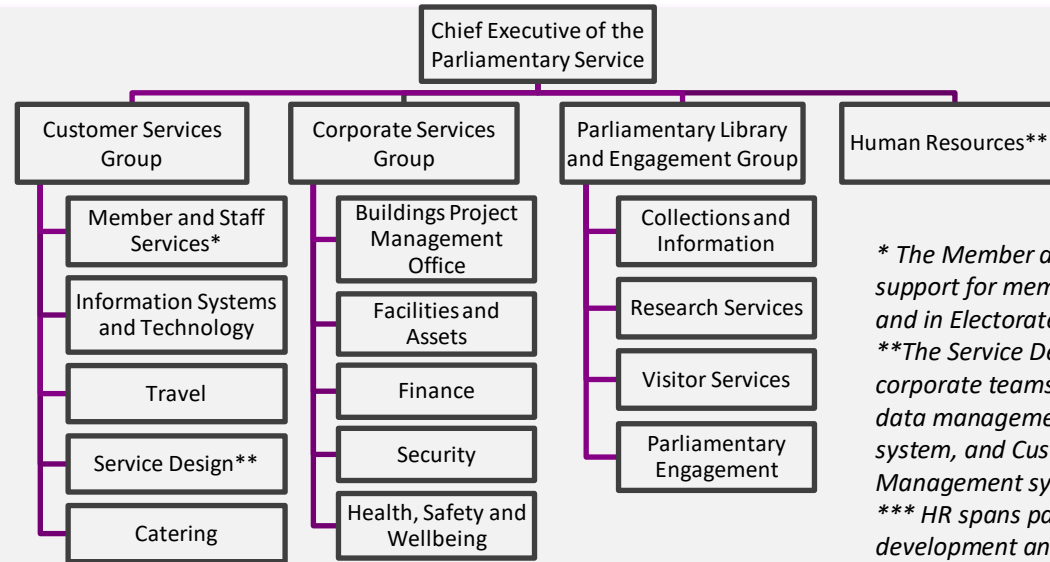
*Structure of functions in the Parliamentary Services  
Department, Parliament of Western Australia*



*\*Including Legislative Council, Legislative Assembly, Parliamentary Services, Parliamentary Refreshment Rooms*

Jurisdiction	Structure	Distribution of parliamentary support functions	Relevant issues
Parliament of New Zealand	<ul style="list-style-type: none"> <li>Unicameral parliament supported by two parliamentary entities: <ul style="list-style-type: none"> <li>The Office of the Clerk with the Clerk of the House of Representatives as the administrative head</li> <li>The Parliamentary Service, led by the Chief Executive of the Parliamentary Service</li> </ul> </li> <li>The Chief Executive of the Parliamentary Service reports to Parliament's Presiding Officer, the Speaker of the House of Representatives</li> </ul>	<ul style="list-style-type: none"> <li>The Office of the Clerk (a separate entity to the Parliamentary Service) provides advice, parliamentary information, Hansard, administrative support services and chamber support to parliament and its committees, as well as an education, communications, inter-parliamentary relations and website/intranet management functions. The Office of the Clerk also has oversight of business continuity/emergency management and legal functions</li> <li>The Parliamentary Service incorporates the following functions and services: <ul style="list-style-type: none"> <li>Employment of member support staff</li> <li>Electorate and community office administration</li> <li>Research and information services</li> <li>Health, safety, &amp; wellbeing services</li> <li>Travel services</li> <li>Financial services including payroll</li> <li>Contract management advice and support</li> <li>ICT services</li> <li>HR</li> <li>Facilities, grounds, building management</li> <li>Security</li> <li>Catering management</li> <li>Reception services</li> <li>Messenger and mail services</li> <li>Visitor services and tours</li> <li>Parliamentary engagement and communication</li> <li>Education for schools, tertiary institutions and public sector employees</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>There is no strong delineation between the functions of the two parliamentary entities</li> <li>There is some duplication of function across the two entities (namely with respect to communications, education and aspects of digital communication)</li> <li>Some support functions are provided separately (not duplicated) by the Office of the Clerk, namely inter-parliamentary relations, website/intranet management and social media, legal, business continuity/emergency management and Hansard services</li> <li>Within the Parliamentary Service, the HR function sits in a separate work area (outside Corporate Services) reporting directly to the Chief Executive</li> <li>The Parliamentary Service has dedicated resources and mechanisms to provide support to electorate offices: <ul style="list-style-type: none"> <li>The Member and Staff Services Team provides support for members and staff in Electorate and Community Offices</li> <li>The Finance team provides financial, procurement, and contracts advice and support and accounting services to MPs and Electorate and Community Offices as well as to the Parliamentary Service and the Office of the Clerk</li> </ul> </li> </ul>

*Structure of functions in the New Zealand Parliamentary Service*



*\* The Member and Staff Services team provides support for members and their staff on Precinct and in Electorate and Community Offices*

*\*\*The Service Design team provides advice to corporate teams on processes and procedures, data management, Ātea online service request system, and Customer Relationship Management systems.*

*\*\*\* HR spans payroll, recruitment, learning and development and employee relations advice*

Key features or issues of relevance to an examination of the Tasmanian parliamentary entities are noted below.

- Most Australian parliaments are bicameral (except in Queensland, the ACT and the Northern Territory) and this is reflected in the structure of the parliamentary entities that support them. Bicameral parliaments are typically supported by separate entities for each of the two houses of parliament and a third 'joint service' entity providing a range of other services to both houses.

For some bicameral parliaments, some support functions (e.g. education, parliamentary engagement, reception, finance and/or HR services) are either duplicated across entities or provided outside the joint service entity - this is the case in the Australian, Victorian and South Australian parliaments. However, two bicameral parliaments (NSW and WA) have established parliamentary entities that are well delineated, where functions are not replicated across any entity.

The three parliaments examined that are unicameral are either supported by a single entity that performs a wide range of functions (ACT and NT) or by two entities (New Zealand) with a broad division of function in which some overlap is evident.

Overall, in a majority of parliaments, joint support services are consolidated within one entity

- Where joint support services are provided by a separate entity (like the Legislature-General), that entity is led by a manager who reports to one or more presiding officers. This occurs in five of the nine parliaments examined (Parliament of Australia, NSW, Victoria, Western Australia, New Zealand). In the ACT, Northern Territory and Queensland, all unicameral parliaments, a single entity (providing all chamber and support services) is led by a Clerk. In South Australia, the Joint Parliamentary Service is overseen by a committee, rather than a single manager. Responsibility for chairing the committee is held in one year by the Presiding Officer of the House of Assembly and in alternate years by the Presiding Office of the Legislative Council. In the Tasmanian Legislature-General, a fourth model is seen, as all managers in a separate joint support entity (i.e. the Legislature-General) report jointly to the two Clerks - with PELT acting as a central decision-making body.

Overall, a majority of other parliaments make use of a structural model in which the entity providing joint support functions is separate and is managed by a role that reports directly to Presiding Officers

- Although it supports a relatively small parliament, the Tasmanian Legislature-General has seven management level positions. This exceeds the number found in joint services entities in other parliaments examined, which have, as follows:
  - Five manager positions (Australian and Victorian parliaments)
  - Four manager positions (NSW, Queensland, South Australia, the Northern Territory and New Zealand parliaments)
  - Three manager positions (Western Australia and the ACT)

At present, the management structure of the Tasmanian Legislature-General is relatively broad in comparison to counterparts in other jurisdictions.

- Parliamentary entities in several jurisdictions have established dedicated work areas for Electorate Office liaison and Electorate Officer support.

## SECTION 2: ISSUES ASSOCIATED WITH EMPLOYMENT ARRANGEMENTS, PAY, ENTITLEMENTS AND CONDITIONS

Below, we present a summary and analysis of the issues associated with employment arrangements and conditions currently in place across the three parliamentary entities. Issues are presented under the following thematic headings:

Variation in employment arrangements and conditions

Determination of employment arrangements and conditions

### Variation in employment arrangements and conditions

Across the parliamentary entities, considerable variation exists with respect to employment conditions:

- Differential access to entitlements, such as provision of a meal with a certain value, access to on-site parking and overtime, is common across entities. Consistent with this participants to the review reported actual and perceived inequities. Examination of the distribution of entitlements shows that benefits such as meal allowances, access to parking spaces and overtime, do not always seem to be distributed based on need (i.e. job demands and characteristics). For example, a number of staff (managers and team members in the Legislature-General) need to work outside standard hours while parliament is sitting, or need to be available to attend to incidents that occur after hours. Only some receive access to parking or financial compensation for this e.g. the Director Computer Service's receives a fortnightly on-call allowance as part of a historic arrangement, while the Manager Building and Facilities, who is also available to attend to after-hours incidents, does not
- Forms of compensation for after-hours work also vary in kind and magnitude and for some roles are non-existent. Compensation types vary from the allowance mentioned above to extra days of annual leave (e.g. 10 days received by the Editor of Debates) to the payment of overtime for those below manager level. Some arrangements are very longstanding where they were made in the last with employees of long tenure (e.g. the Director Computer Service's on-call allowance dates from 1991). The disparities that exist now, having arisen over time, are a major source of disquiet amongst staff
- Some staff have access to the use of a vehicle - the Director Corporate Services, the Director of Computer Services (by virtue of this role's classification under the SES Award) and the Building and Facilities Manager. In the latter two work areas, travel is required as part of the job (e.g. supplied cars are used by other staff members in the team to obtain and transport supplies and equipment). The review understands that arrangements with respect to the vehicle used by the Building and Facilities Manager and team will be reviewed at the end of the vehicle's 36-month lease.

Below, the range of employment conditions in place across and between parliamentary entities is summarised. A lack of consistency can be seen.



Employment conditions in place across and within parliamentary entities				
Condition	House of Assembly	Legislative Council	Legislature-General	
<b>Recreation leave</b>	<ul style="list-style-type: none"> <li>Considerable variation across employees: 20 days (4 staff at B4, B5 x 2 and B8 levels – these staff are not required to stay later for the sitting of the House), 24 days (7 staff at B3 x 4, B4, B5, B6 levels - these staff are required to stay later for the sitting of the House) or 30 days (4 Table officers at SPO1, SPO2, SPO3, SPO4 levels) annually</li> </ul>	<ul style="list-style-type: none"> <li>Considerable variation across employees: 24 days (23 staff) or 30 days (4 staff at B9, SPO2, SPO3 and SPO4 levels) annually</li> </ul>	<ul style="list-style-type: none"> <li>Considerable variation across employees: 20 days (29 staff), 24 days (6 staff at B1, B3, B4, B5, B8 levels) or 30 days (2 staff at B8 and SPO1 levels) annually</li> </ul>	
<b>Meal allowances</b>	<ul style="list-style-type: none"> <li>11 staff required to stay late for the sitting of the House receive meals to an established value on sitting days</li> </ul>	<ul style="list-style-type: none"> <li>Staff required to stay late for the sitting of the House receive meals to an established value on sitting days</li> </ul>	<ul style="list-style-type: none"> <li>Bistro staff receive meals on sitting days or past 5pm</li> <li>Hansard staff, 4 ICT staff Utility Officers and the Assistant Building Manager receive meals<sup>16</sup> on sitting days or when working after hours</li> </ul>	
<b>Parking<sup>17</sup></b>	<ul style="list-style-type: none"> <li>13 employees have access to an onsite car park (11 of these are required to work late on sitting days but 2 are not). A further 2 staff have no access to on-site parking</li> </ul>	<ul style="list-style-type: none"> <li>All employees have access to a car park with the exception of one new trainee</li> <li>One Hobart based Electorate Officer has an on-site car park (all regional Electorate Officers have parking at their respective locations)</li> </ul>	<ul style="list-style-type: none"> <li>25 employees have access or shared access to an onsite car park while 15 have no access</li> </ul>	
<b>Other</b>	<ul style="list-style-type: none"> <li>The Clerk, Deputy Clerk, Clerk-Assistant &amp; Sergeant-at-Arms and Manager Finance receive home internet</li> </ul>	<ul style="list-style-type: none"> <li>The Director Corporate Services has a car</li> <li>The Clerk of the Legislative Council has home internet</li> </ul>	<ul style="list-style-type: none"> <li>The Director Computer Services and the Building and Facilities Manager have access to a car (also used by their team members)</li> <li>The Director Computer Services receives a recall allowance fortnightly</li> <li>The Director Computer Services, 4 staff in this team and one member in the Parliamentary Library receive home internet</li> </ul>	

<sup>16</sup> Redeemable in the Parliamentary Catering Services cafe

<sup>17</sup> Staff on casual arrangements were not included in these figures

## Determination of employment arrangements and conditions

Issues associated with the processes used to engage or appoint staff and officers of the parliamentary entities, and to determine their employment conditions, are discussed below.

- Staff and officers of the Legislative Council, House of Assembly and Legislature-General are employed under the *Parliamentary Privilege Act 1898*:
  - Ongoing employees of the Legislative Council, House of Assembly and Legislature-General are appointed by the Governor on the recommendation of, respectively, the President of the Legislative Council, the Speaker of the House of Assembly, or by the joint recommendation of the President and the Speaker
  - Sessional or temporary employees of each entity can be appointed directly by the President of the Legislative Council, the Speaker of the House of Assembly, or by the joint recommendation of the President and the Speaker

These requirements delay decision-making about recruitment and make it difficult for each entity to act in a timely and responsive way when vacancies or a need for new positions arises. It is widely acknowledged that the Act is an outdated piece of legislation that has not been fit for purpose for some time.

Drafting instructions have been developed for a new employment framework for the parliamentary entities. If legislated, the new framework would cover all staff in the three parliamentary entities and will replace the *Parliamentary Privilege Act 1898*. The review understands that legal advice would be sought to guide the entities' transition to a new Act.

The review notes that the drafting instructions indicate that the Legislature-General would continue to fall under the joint management responsibility of the two Clerks (who will operate as Department Heads). This structural arrangement will not be recommended in this review, which proposes the creation of a new position to manage and lead the Legislature-General

- In the Legislature-General, determinations about employment conditions and entitlements are made by either or both the President of the Legislative Council and the Speaker of the House of Assembly, on the recommendation of the Clerks. Given the resulting lack of clarity with respect to responsibilities and accountabilities, previous Clerks have not been consistent in their responses to requests to change or increase entitlements. Decisions have historically been based on past practices and conventions which are not always recorded, and reasons for decisions have not always been documented in a fulsome way. This has made it possible for individuals to pursue the most advantageous outcome by approaching either or both Clerks.

### SECTION 3: ISSUES ASSOCIATED WITH GOVERNANCE ARRANGEMENTS

One of the review's objectives is to examine the governance framework in place for the Tasmanian parliamentary entities to assess its functionality, impact on performance, and capability to facilitate the entities' compliance with risk and other obligations<sup>18</sup>. In preceding sections of this report, we have examined and discussed the impact of structure and reporting lines on the parliamentary entities' range of functions, processes, capabilities and capacity to effectively deliver its functions. In the course of the preceding discussion the report has also addressed aspects of governance. At various points in the report these have included considerations of current governance arrangements, risk management and compliance in relation to:

- Financial reporting
- Records management
- Business planning
- Resourcing
- Work health and safety
- Statutory maintenance
- Position classification and job documentation
- Recruitment practices
- Employment arrangements, pay, entitlements and conditions and their determination.

In this section, we provide a broader analysis of governance, risk management and compliance arrangements and practices currently in place in the three parliamentary entities by drawing a comparison between these and contemporary models of governance, risk management and compliance capability. To provide a benchmark for this assessment, the review draws on the Organisation for Economic Co-operation and Development's (OECD) *Enterprise Risk Management (ERM) Maturity Model*<sup>19</sup>, developed in 2021 to help organisations to understand their current level of capability with respect to enterprise risk management and minimisation of compliance burdens.

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<sup>18</sup> We note that extensive and detailed reviews of governance arrangements across the Legislative Council, the House of Assembly and Legislature-General have already been conducted, comprising an initial review of governance structures and processes conducted in late 2020 (and reported in *House of Parliament Project 1: Governance Review* (April 2021)) and a further review of the progress made with respect to the implementation of recommendations arising from the initial review (reported in *House of Parliament Project 4: Follow up review of Governance* (August 2023 Final Report)). The follow-up review made a series of additional recommendations designed to assist the parliamentary entities to continue to develop their governance capabilities. These recommendations are sound, and several are reiterated in this report. In examining governance arrangements, we do not propose to replicate these previous reviews.

<sup>19</sup> OECD (2021), *Enterprise Risk Management Maturity Model*, OECD Tax Administration Maturity Model Series, OECD, Paris. [www.oecd.org/tax/forum-on-tax-administration/publications-and-products/enterprise-risk-management-maturity-model.htm](http://www.oecd.org/tax/forum-on-tax-administration/publications-and-products/enterprise-risk-management-maturity-model.htm)

The model allows an assessment across eight key areas in which all organisations need to implement and sustain effective enterprise risk management arrangements and practices:

- Strategy
- Governance
- Culture
- Risk Identification
- Risk Analysis and Evaluation
- Risk Treatment
- Review and Revision
- Information, Communication, and Reporting.

The model sets out five levels of maturity against which organisations can be assessed in the eight key areas listed above:

<b>1</b>	<b>Emerging</b>	This level is intended to represent administrations that have already developed to a certain extent but which, at least in the area of enterprise risk management, have significant further progress they could make.
<b>2</b>	<b>Progressing</b>	This level is intended to represent administrations which have made or are undertaking reforms in enterprise risk management as part of progressing towards the average level of advanced administrations.
<b>3</b>	<b>Established</b>	This level is intended to represent where many advanced administrations might be expected to cluster.
<b>4</b>	<b>Leading</b>	This level is intended to represent the cutting edge of what is generally possible at the present time.
<b>5</b>	<b>Aspirational</b>	The intention of this level is to look forward at what might be possible in the medium term, given developments in relevant technology and methodology. Few administrations are expected to be consistently at this level currently.

The information captured via consultations and document reviews, discussed above in this report, was used to inform an assessment of the current level of maturity of the parliamentary entities' risk management, governance and compliance arrangements and functions in the eight areas identified by the OECD model. The outcome of this assessment is provided in the table below. The full model, showing all points on the scale for each key area, can be seen at Attachment D. In articulating the characteristics of well established, mature and effective enterprise risk management functions at higher points on the scale (Established and above), the model provides guidance for organisations aiming to further develop their own capability in these areas. In the ratings and discussion below, we also identify specific opportunities for improvement.

Overall, the parliamentary entities recognise the need to establish effective and well understood mechanisms for the control and operation of the three organisations. Responding to this need, significant progress has already been made in most of the key areas of organisational functioning discussed below, with remaining gaps noted.

Key area	Maturity level	Description
Strategy	Progressing	<p>In the parliamentary entities, the development of organisational strategies occurs with reference to major upcoming changes and identified risks but, with respect to wider business planning, has not been highly proactive or focused on the long term. Business planning is therefore a significant gap. This function has recently become the responsibility of the Director Corporate Services which suggests that business planning will become a more integrated feature that can be used to further the entities' achievement of goals. It will assist the entities to, for example, align expenditure decisions to strategic planning or develop policy-based cases for funding.</p> <p>At a corporate level, managers in the Legislature-General do not routinely participate in business planning or strategic decision-making for the organisation. However, at the business unit level, some managers have developed strategic plans (e.g. development of a Strategic Asset Management Plan, and a People and Culture Strategy) and, as noted below, external reviews with a strategic focus have been conducted in recent times (e.g. the strategic review of ICT services, and of governance arrangements).</p>
Governance	Progressing	<p>Formal committees are in place to provide oversight of the Legislature-General (PELT, formerly the Governance Committee) and to monitor and provide advice on the appropriateness of financial and performance reporting, systems of risk oversight and management, and systems of internal controls (the Audit and Risk Committee). The authority held by these bodies and their terms of reference are documented (and have recently been updated for the Audit and Risk Committee). PELT meets fortnightly. Legislature-General managers, who can bring matters to the committee, report delays in having their matters considered, which hinders decision-making. The operation of these bodies needs to be further formalised with the provision of secretariat support and established agendas.</p> <p>PELT acts as the primary decision-making body for the Legislature-General which means that accountability for decision making sits at a high level, including for routine matters. For example, routine budget decisions are made centrally which is an impediment to responsive resource planning and management and draws unnecessarily on the time of more senior staff who must be approached about minor expenditure requests.</p> <p>With respect to the Legislature-General there is a need for a delegation framework (beyond financial delegations) to specify the levels at which accountability and responsibility for decision-making sit. Such a framework needs to be developed with proportionate reference to relevant risks - a delegation framework is currently in place for financial management.</p>

The Legislature-General has an operating structure in place that establishes responsibilities and roles however, this is currently under review (current review). At present, shared management responsibility and an unclear division of labour between senior roles results in a lack of clarity and the potential for inconsistent application of processes. This is recognised and efforts are in train to address this, including the establishment of closer co-operation between the Clerks, to whom all managers in the Legislature-General report.

Additionally, the Clerks have convened a Legislature-General management team comprising the Clerks, Deputy Clerks and all Legislature-General managers. This forum provides a valuable opportunity for joint decision-making, forward planning and the resolution of problems and risks that concern the whole organisation or that cross work areas. As mentioned earlier in this report, full use is not yet being made of this forum's potential to benefit the organisation.

Until recently, the three parliamentary entities have lacked a suite of workplace policies and procedural frameworks to guide people management, but considerable progress in this area has now been made. As noted in the *House of Parliament Project 4: Follow up of Governance Review*, priority has been given to the development of policies in the following areas<sup>20</sup>:

- Code of Conduct
- Discrimination
- Bullying
- Sexual harassment
- Complaints and grievances
- Recruitment and selection
- Performance management and disciplinary policy.

Within the Legislature-General, no one work area holds responsibility for policy making and oversight of governance and compliance. Governance arrangements relating to financial management have also historically been lacking - for example, the Director Corporate Services brings financial matters to PELT for its consideration but the Finance Manager typically does not attend these meetings. At times, the Finance Manager will attend Audit and Risk Committee meetings but the role is not a member or regular attendee. There is a need for the establishment of a governance and compliance oversight capability for the parliamentary entities.

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<sup>20</sup> These have been developed and will be implemented, pending PELT approval.

## Culture

## Emerging

In relation to the governance and risk management culture of the parliamentary entities, there is an appreciation at the most senior levels of high-level business risks. However, across the organisation risk management is not promoted as a proactive tool and issues may only be addressed after risks become apparent (e.g. high workload for some roles and aspects of the maintenance program).

At a corporate level, the entities do not have mechanisms to promulgate a risk-aware culture or an understanding of risk mitigation policies and practices - however there is an intention to allocate responsible officers for strategic risk). There is a need for capability development in this area to allow the entities to capitalise on the work currently being done to develop and implement governance and risk management controls and frameworks.

Considering features of the wider culture, several characteristics seen across the parliamentary entities pose some risk to the organisation's capacity to operate as a cohesive, co-operative workplace that is satisfying to work in and that elicits the best performance from staff:

- There has been a historical reluctance to act to remedy dysfunctional structures and practices, and capability and resourcing gaps
- Until more recently, there is a relatively low level of day-to-day visibility of the Clerks and no mechanisms for regular communication between senior managers and staff
- There is a practice of some individuals shouldering additional workload at some personal cost, rather than receiving support from the organisation
- Across time, an uneven allocation of entitlements has occurred, leading to present inequities that cause dissatisfaction and are a focus for staff
- Historically, there have been few avenues for staff to have input to decision-making, leading to the perception that expertise is not always valued
- Past recruitment practices have lacked rigour, leading to capability gaps that, in turn, diminish the effectiveness and efficiency of workplace practices and processes, with the workload disproportionately taken up by more capable staff
- There is not a strong sense of common identity spanning the parliamentary entities or the staff body that would drive greater co-operation and communication
- Trust in management is low in some areas, although there are indications that this is changing with greater involvement with staff and more joint management initiatives being put in place.

		<p>Together, as indicated, these characteristics have mitigated against the development of a cohesive, co-operative workplace that is safe and satisfying to be in, that elicits staff members' best performance and that operates in a mature way. However, significant potential exists to influence this and to deliver improvements in structures and practices that will have an ongoing, positive effect on the entities' workplace culture.</p> <p>Notably, participants consulted during the course of the review consistently expressed their willingness to suggest and adopt improved practices and ways of working. Work to improve practices and supporting structures and processes has begun and is ongoing, including efforts to establish mechanisms for consultation and communication, implementation of sound ideas arising from the involvement of managers and staff, and a demonstrated commitment to engagement and reform from senior leaders. If maintained, this program of work will deliver a corresponding increase in trust and cohesion.</p>
<b>Risk Identification</b>	<b>Progressing</b>	<p>The entities have in place an Audit and Risk Committee, however, the 2023 governance review identified that there should be more comprehensive reporting to this committee.</p> <p>Processes to identify and determine responses to risks at the enterprise level are under development. To date senior staff have collectively identified strategic risks in a facilitated workshop environment.</p> <p>Risk identification has also occurred in relation to specific functions (e.g. the need for technology upgrades) but resourcing limitations have hampered progress in some areas (e.g. such as the implementation of automated transcription of parliamentary and committee proceedings).</p>
<b>Risk Analysis and Evaluation</b>	<b>Progressing</b>	<p>Risk analysis is fairly basic in form but progress has been made in this area. A recent process of risk identification has informed an update of the Houses of Parliament Strategic Risk Register (developed with the assistance of an external consultant but not yet embedded).</p> <p>The entities have the intention to progress this further and to develop risk monitoring and reporting tools. Data collection that could be used to identify, forecast or guide responses to risks is not routinely obtained.</p>
<b>Risk Treatment</b>	<b>Emerging</b>	<p>The identification of options and the selection and implementation of measures to modify risk is not routine. Plans to guide responses to plausible risks are not routinely developed in advance of risks materialising.</p> <p>Monitoring is largely performed through external audit and periodic review activities.</p>



<b>Review and Revision</b>	<b>Progressing</b>	<p>Internal reviews are not routine and practices to support regular internal review are yet to be implemented. However significant external reviews with a strategic focus have been conducted in recent times with respect to critical functions and arrangements. These form part of a broad push to modernise systems and practices used to support parliament and staff. For example, external reviews of risk management and governance have been commissioned and delivered (a review of the parliamentary entities/ governance arrangements was conducted in 2021<sup>21</sup>, with a follow up review of progress delivered in August 2023<sup>22</sup>). Recommendations for major improvements have been made and progress has been observed in a number of these areas (e.g. improvements in financial management and recruitment of key roles to fill capability gaps that represented risks to the organisations). Similarly, a strategic review of ICT services has been completed and this has established a two-year program of work. The present review of structure and governance will also contribute to change within the parliamentary entities. Overall, significant progress has been made with respect to the parliamentary entities' examination of and commitment to improve its structures, capabilities and operations.</p>
<b>Information, Communication and Reporting</b>	<b>Emerging</b>	<p>Where it is gathered, risk information is extracted largely at the business unit level and depends on management expertise e.g. the Building and Facilities Manager has introduced defined KPIs for this work area.</p> <p>There is no established format or timeframes in place for risk reporting for business units. This needs to be addressed.</p> <p>At a corporate level, each parliamentary entity develops annual reports.</p> <p>Although a financial delegations policy and framework has been implemented, an effective approach to financial reporting is not well established. Managers in the Legislature-General have little insight into their current budget situations.</p>

<sup>21</sup> House of Parliament Project 1: Governance Review (April 2021)

<sup>22</sup> House of Parliament Project 4: Follow up review of Governance (August 2023 Final Report)

## PROPOSED STRUCTURE

In this section, we present a proposed structure for the parliamentary entities and a proposed distribution of functions for the Legislature-General. The presentation of the recommended structure is supported by:

- An overview of organisational design principles guiding the identification of proposed options
- A description of the key features of the proposed structure and distribution of functions
- A description of the anticipated benefits of the proposed structure
- A set of recommended operating principles to guide actions, interactions and decisions in a way that will allow the benefits of the new structure to be realised and the positive culture across the entities to be enhanced.

### Organisational design principles

The identification of an optimal design for any organisation can be guided by a series of principles that encourage designers to take a broad view. The following principles were used to inform the development of a new structure for the parliamentary entities:

- **The Functional Principle:** Organisations should be divided into units that perform similar functions, which enhance co-ordination of activities and permit effective supervision and a rational flow of work
- **Span of Control Principle:** The span of control (number of direct reports) allocated to a single supervisor should be appropriate for the nature of the work performed by the supervisor's direct reports
- **Efficiency and Effectiveness:** The design of the organisation should promote quality, quantity and timeliness of outputs. Key issues to consider in applying this principle include:
  - *Workload:* Responsibilities assigned to positions and work areas should be adequate to keep roles/work areas fully occupied while ensuring that positions are not subject to an inappropriately high workload
  - *Coherence of Responsibilities:* The responsibilities of roles and work areas should logically group together and the different responsibilities of roles should require similar levels or types of skills and abilities
  - *Role and Work Area Inputs and Outputs:* Groupings of roles and work areas should promote the efficient flow of information to and from the role/work area and the efficient delivery of its outputs/services
- **Independence and Accountability:** The structure of the organisation should ensure the maintenance of independent, impartial decision-making without conflict of interest or improper influence
- **Quality of Working Life:** The design of work areas and roles should promote the growth and well-being of staff

- **Long-term Capability of the Organisation:** The interrelationships between roles and work areas should promote the long-term achievement of organisational objectives. Key issues to consider in applying this principle include:
  - *Career Development:* Does the location of the position within the work area structure provide opportunities for incumbents to engage in career development activities? Can a career path be identified for incumbents who wish to work at higher levels within the classification structure?
  - *Retention of Corporate Knowledge:* Does the location of the position provide adequate opportunities for communication with others about critical corporate information?

## Key Features of the proposed structure

Based on the findings of the review and the organisational design principles described above, a proposed structure for each of the three parliamentary entities was developed based on independent analysis by the review team and taking into consideration the outcomes of a co-design workshop held with the Deputy Clerk of the Legislative Council, Deputy Clerk of the House of Assembly, Clerk-Assistant & Sergeant-at-Arms, House of Assembly, Usher of the Black Rod, Legislative Council and Director Corporate Services held on 13 – 14 December 2023.

The broad characteristics of the proposed structures for each parliamentary entity, as well as proposed changes to existing structures, are described below.

### House of Assembly

- The recommended structure emphasises the House of Assembly's core function of providing operational and procedural support and advice to the House of Assembly
- **Four new positions** are proposed in recognition of the need to provide additional chamber and committee support to a larger House of Assembly (to comprise 35 Members instead of 25). The following new positions have been included:
  - An additional Senior Parliamentary Officer reporting to the Deputy Clerk
  - Two additional Parliamentary Support Officers reporting to Senior Parliamentary Support Officers
  - An additional Parliamentary Officer reporting to the Clerk-Assistant & Sergeant-at-Arms
- It is proposed that, in total, **six positions transfer out of the House of Assembly** as these represent a better fit with the core role of the Legislature-General. It is recommended that the following functions/positions be transferred to the Legislature-General in the proposed structure:
  - *Finance:* The Manager Finance role to be consolidated with other Finance roles within the Legislature-General and report to a Director Finance/CFO (currently this position is known as the Director Corporate Services)
  - *Education:* The Senior Parliamentary Education Officer and Parliamentary Education Officer, to form an Education team and report to the Director Access and Engagement (new position). It is not anticipated that these roles would alter significantly, other than to elevate coverage of the Legislative Council in their educational materials and tours. The roles would continue to provide resourcing for the reception function that is also transferred to the Legislature-General under the proposed structure (see below)

- *Community Engagement*: The Parliamentary Officer Community Engagement, to provide a new community engagement function and report to the new Director Access and Engagement. As the role's community engagement work is limited at present, it is anticipated that the role would undergo substantial redesign and, to be performed effectively, would require new capabilities
- *Reception*: Two Parliamentary Assistants to continue to provide a reception/front of house function, reporting to the Director Access and Engagement (new position)
- The **Senior Parliamentary Officer role – Office of the Clerk (Executive Assistant)** role does not appear in the proposed structure as the Deputy Clerk, House of Assembly, indicated that this position is not required.

### **Legislative Council**

- The proposed structure emphasises the Legislative Council's core function of providing operational and procedural support and advice to the Legislative Council
- It is proposed that, in total, **two positions transfer out of the Legislative Council** as these represent a better fit with the core role of the Legislature-General. It is recommended that the following functions/positions be transferred to the Legislature-General in the proposed structure:
  - *Finance*:
    - The Director Corporate Services to lead a consolidated finance function, with the position to be re-named Director Finance/CFO
    - The Parliamentary Officer Finance to transfer to a consolidated Financial Services Team
  - *Electorate Officers*: Responsibility for management of all Electorate Officers to transfer to the Legislature-General under the oversight of a Director/Assistant Director Electorate Officers (new position)

### **Legislature-General**

- The creation of a **new Executive Director Legislature-General position** is proposed to manage and provide leadership to the Legislature-General. It is recommended that:
  - The Executive Director formally reports directly and jointly to the Presiding Officers, following the reporting arrangements that exist in most other Australian parliaments (we note that it is not possible to avoid a dual reporting arrangement for this role)
  - The Executive Director go to the Presiding Officers for the resolution of major issues only, with other significant issues resolved jointly in PELT
  - Initially, the two Clerks exercise some oversight of the Executive Director role in order to provide guidance during the initial period of change and expansion for the Legislature-General
  - This management arrangement be reviewed after a 12-month period to ensure that it is facilitating and not impeding the efficient operation of the Legislature-General and its functions

- **Five core business areas**, each with distinct functions and titles - as noted, some of these represent new functions, existing functions with expanded capability, or existing functions transferred into the Legislature-General from the other parliamentary entities:
  - **Finance**
    - Financial Services (*consolidated function*)
    - Payroll
  - **Information Services**
    - ICT
    - Parliamentary Reporting and Broadcasting
    - Records Management (*expanded function*)
  - **Facilities and Assets**
    - Buildings and Assets
    - Security
    - Catering
  - **People and Governance**
    - HR
    - Governance and Assurance (*new function*)
    - Administrative Support (*new function*) – although this function reports to the Director People and Governance, it is intended that this operate as a shared service providing support across the Legislature-General
  - **Access and Public Engagement**
    - Education (*transferred function*)
    - Community Engagement (*new function*)
    - Library and Research Services (*expanded function*)
    - Reception (*transferred function*)
- The consolidation of responsibility for **all Electorate Officers**, including those currently managed by DPAC/PAMS, to be managed by a newly created team comprising the Director/Assistant Director Electorate Officers and up to 1 FTE
- **Eleven new positions** created to provide new or expanded services to the parliament, including new management positions leading consolidated, expanded or introduced functions, namely:
  - **Executive Director Legislature-General** (1 FTE, discussed above)
  - **Information Services**
    - Director Information Services (1 FTE)
    - Records Management team (1 FTE)
  - **Facilities and Assets**
    - Director Facilities and Assets (1 FTE)
  - **People and Governance**
    - Director People and Governance (1 FTE)
    - Assistant Director Governance and Assurance (1 FTE)
    - HR team (1 FTE)
    - Administrative Support team (1 FTE)

- **Access and Public Engagement**
  - Director Access and Public Engagement (1 FTE)
- **Electorate Officers:**
  - Director/Assistant Director Electorate Officers (1 FTE)
  - Team member Electorate Officers (1 FTE)

Four of the proposed new roles sit at the Director level and manage expanded or consolidated functions. These are new roles that **do not replicate existing Manager positions**. It is anticipated that new Director roles will bring new leadership, strategic and policy capability, as well as subject matter expertise, to the Legislature-General

- In total, **eight positions would transfer into the Legislature-General** from the Legislative Council and House of Assembly under the proposed structure. These proposed transfers have been discussed above. It is also noted that, although the Security Supervisor position is already nominally located within the Legislature-General, it reports formally to both the Usher of the Black Rod (Legislative Council) and the Sergeant-at-Arms (House of Assembly). Under the proposed structure, this position would transfer formally to the Legislature-General under the direct supervision of the Director Facilities and Assets, as the Assistant Director Security. Positions proposed for transfer are:
  - *From the House of Assembly:*
    - Manager Finance
    - Senior Parliamentary Education Officer
    - Parliamentary Education Officer
    - Parliamentary Officer Community Engagement
    - Two Parliamentary Assistants
  - *From the Legislative Council*
    - Director Corporate Services
    - Parliamentary Officer Finance.

### **Anticipated benefits of the proposed structure**

The proposed structures, described above and represented below, have been designed to address a number of the issues that have been identified during the course of the review and to deliver the following benefits:

- Improved clarity, efficiency and consistency in the approach used for the management of the Legislature-General
- Increased opportunity for Legislature-General Directors to receive direct and timely support from their direct supervisor
- Improved span of control for the Clerks
- Improved capacity of the Clerks to focus on their core functions of providing procedural support and advice to the Houses of Parliament
- The introduction of new leadership roles for consolidated functions in the Legislature-General, which creates an opportunity for the delivery of strategic and policy work, relieving time pressure

on current managers

- Consolidation of responsibility for similar functions, ensuring like functions sit within the same business unit and are not distributed across work areas or entities
- Remediation of gaps in capability and function via their creation and alignment to relevant business units
- An increase in resources to support the delivery of new or currently under-resourced functions
- An opportunity for improved consistency in the management of Electorate Officers, as well as the provision of dedicated support to these staff, resulting in a reduction in work health and safety risks.

## Operating Principles

To be effective, changes to organisational structures need to be supported by sound systems, practices, and behaviours. These are captured in a series of principles, outlined below, that have been developed following from observation and analysis of the parliamentary entities' current ways of operating.

To ensure that any new structure or other arrangements are implemented effectively, it is recommended that the parliamentary entities adopt the following principles to guide practices in relation to the organisation's management and operations:

***Clerks' oversight of the Legislature-General:*** It has been recommended that the Clerks initially maintain some management oversight of the proposed Executive Director Legislature-General role for a period of time. However it is important that the Clerks allow the Legislature-General to operate with a reasonable level of autonomy, retaining authority for decision-making over its day-to-day operations, with significant issues resolved as a joint leadership team (in PELT)

***Assign work at the appropriate level:*** Work is to be performed by roles that are at a level appropriate to the complexity of the work i.e. executive staff and officers allow managers and their staff the autonomy they need to perform and deliver BAU work, and that work that is more appropriately performed at a lower level does not 'rise up' to become the responsibility of more senior staff

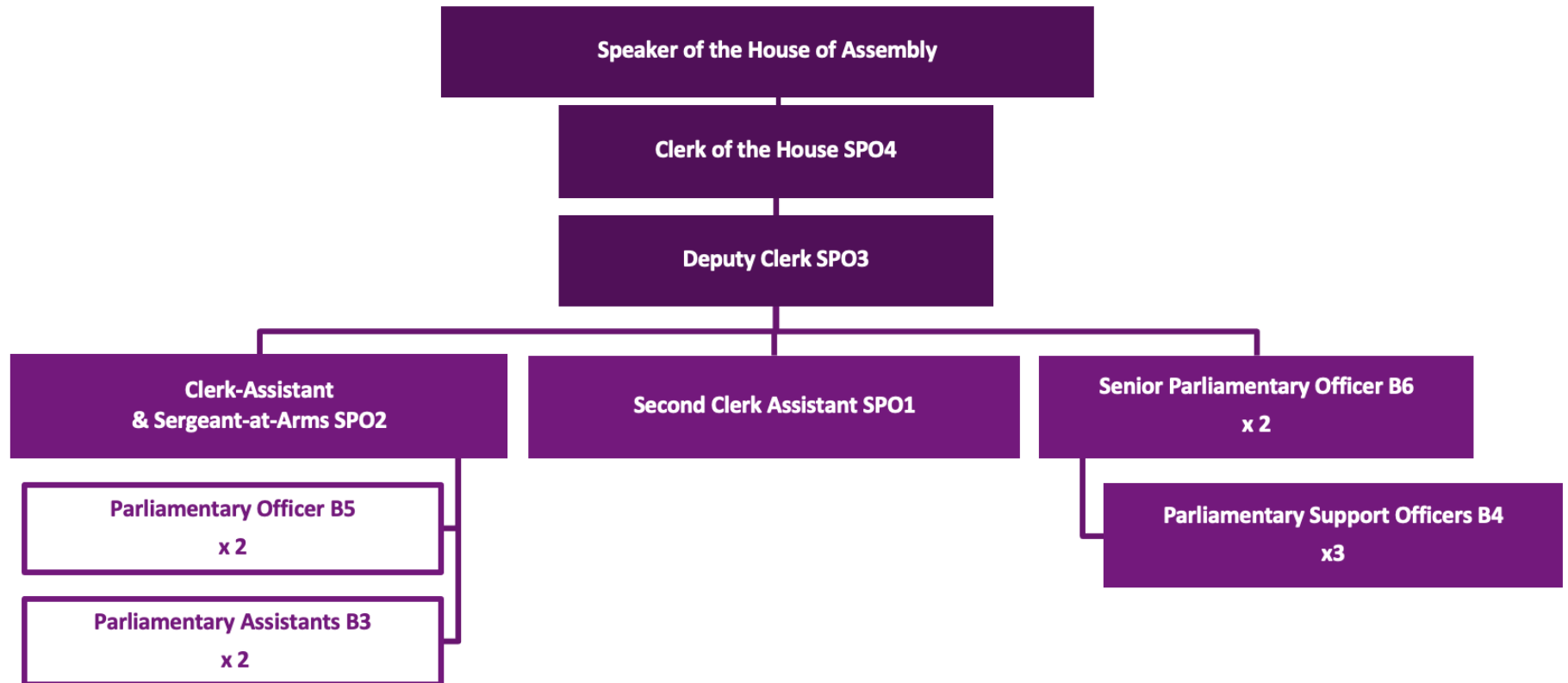
***Collaboration:*** Managers and staff will model, encourage, reward and create or participate in forums and initiatives to build co-operation, communication and collaboration across work areas

***Participation:*** All parliamentary entities will make more effective use of mechanisms for staff consultation and feedback, committing to acting on valuable ideas and initiatives arising from these processes

***Delivery timeframes:*** Decisions, especially at a senior level, will be made, communicated and explained in a timely way with reference to realistic delivery timeframes and resource availability

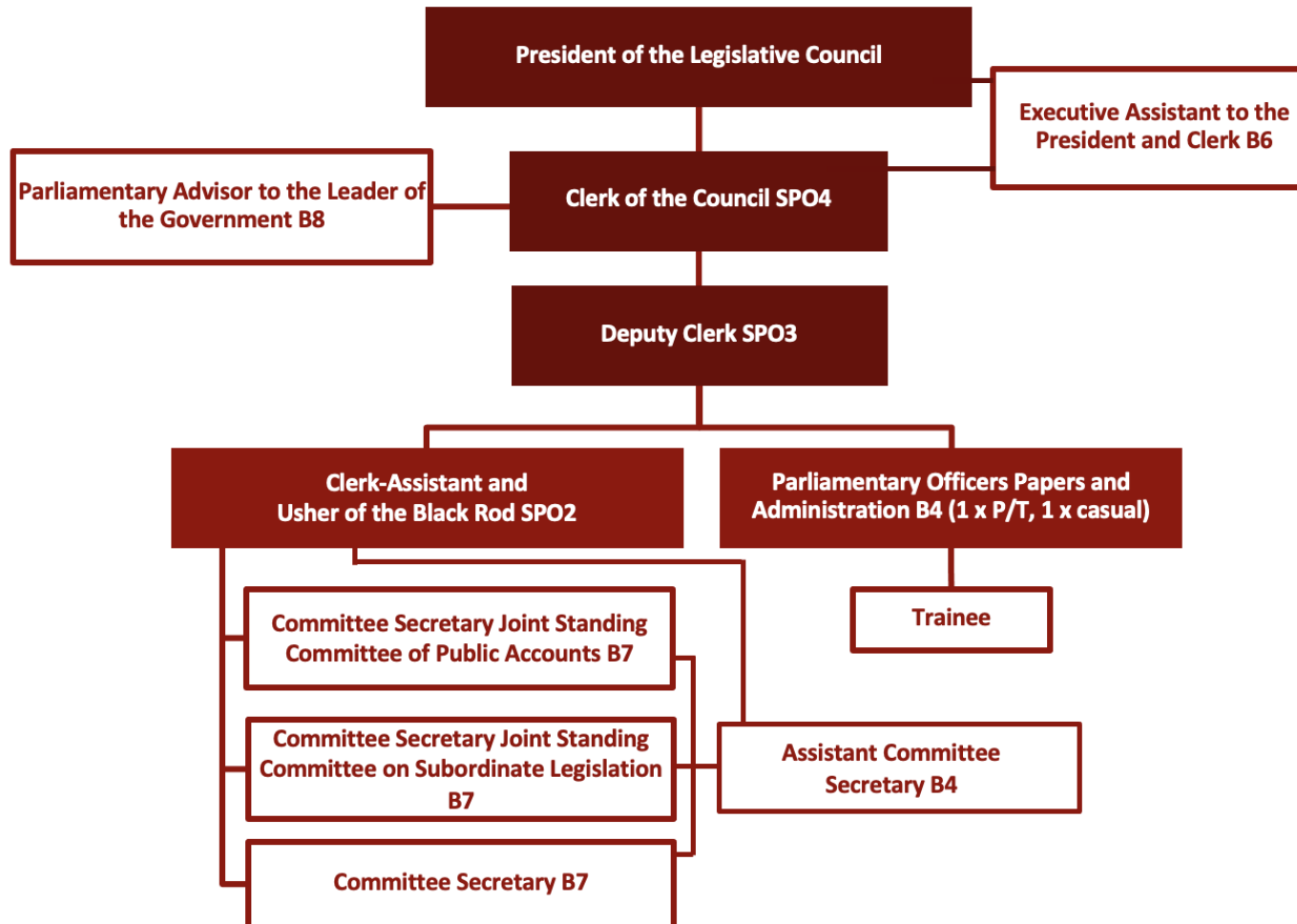
The proposed structures for each parliamentary entity are presented below, followed by the distribution of responsibilities within the Legislature-General.

House of Assembly

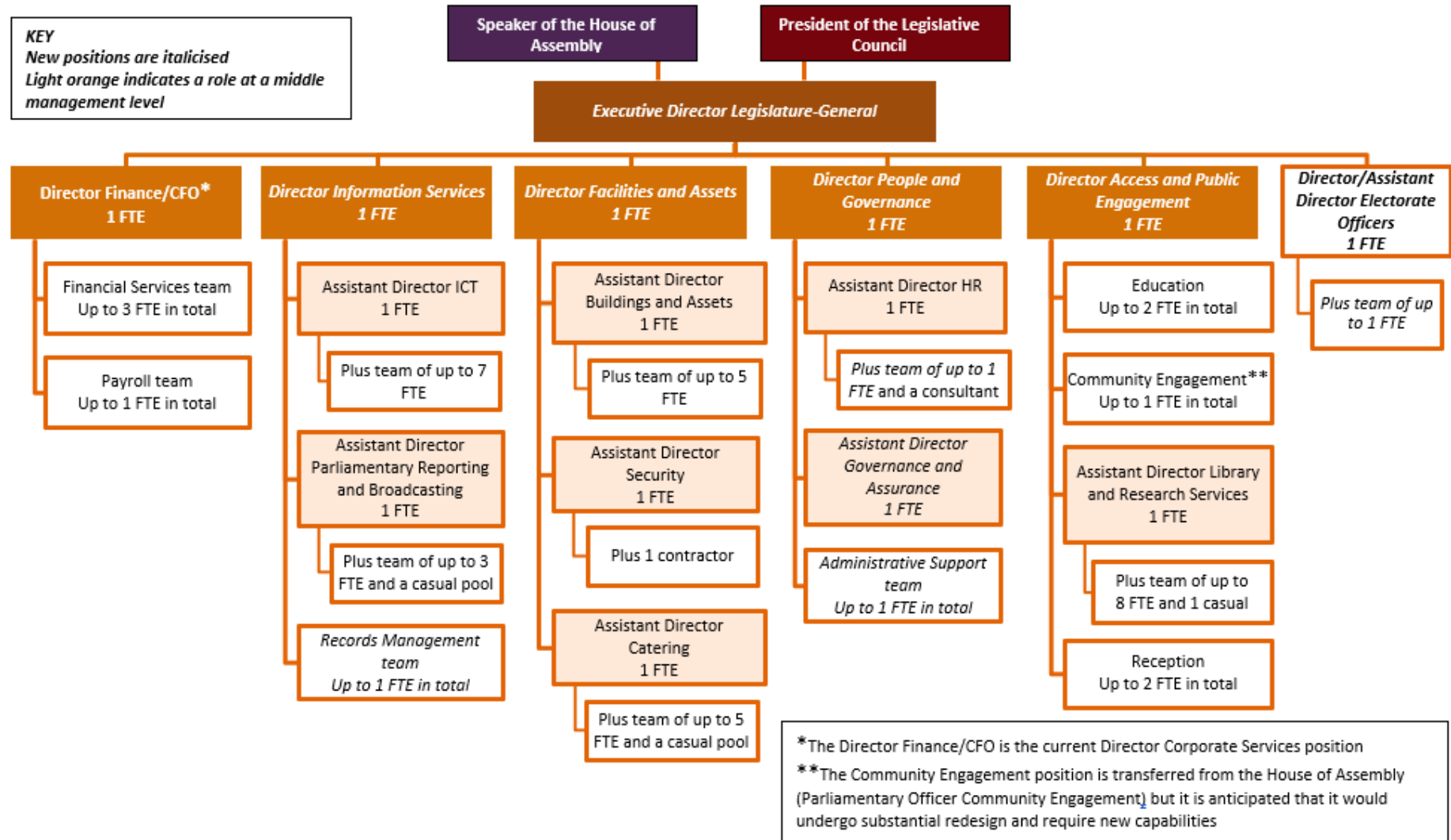




## Legislative Council



Legislature-General



Proposed distribution of responsibilities across the Legislature-General

Finance	Information Services	Facilities and Assets	People and Governance	Access and Public Engagement	Electorate Officers
<b>Financial Services</b> <ul style="list-style-type: none"> <li>Financial planning and strategy</li> <li>Budget management</li> <li>Revenue</li> <li>Accounts receivable/payable</li> <li>Financial reporting</li> <li>Financial risk management</li> <li>Financial controls</li> <li>Procurement and procurement policy</li> <li>Contract management</li> <li>Members' entitlements</li> <li>Insurance</li> <li>Fleet management</li> <li>Audit and Risk Committee (ARC) engagement</li> </ul>	<b>ICT</b> <ul style="list-style-type: none"> <li>ICT infrastructure</li> <li>ICT asset management</li> <li>ICT equipment procurement</li> <li>Application administration</li> <li>Network management</li> <li>Helpdesk</li> <li>Intranet/Internet</li> <li>Telephony</li> <li>Cybersecurity</li> <li>Digitisation</li> <li>Phone bills</li> </ul>	<b>Buildings and Assets</b> <ul style="list-style-type: none"> <li>Building and grounds maintenance</li> <li>Statutory maintenance</li> <li>Capital works</li> <li>Grounds maintenance</li> <li>General maintenance</li> <li>Asset management</li> <li>Valuation (of Parliament House and assets)</li> <li>Leasing (Electorate Offices and Parliamentary buildings)</li> <li>Office fitout, including Electorate Offices<sup>23</sup></li> <li>Electorate Office accommodation</li> <li>Cleaning</li> <li>Management of gym</li> <li>Carpark maintenance</li> <li>Artwork</li> <li>Museum displays</li> </ul>	<b>HR</b> <ul style="list-style-type: none"> <li>Workplace policy</li> <li>Workforce planning</li> <li>Establishment management</li> <li>Recruitment</li> <li>Onboarding/induction</li> <li>Performance management</li> <li>Learning and development</li> <li>WHS</li> <li>Employee relations</li> <li>EA negotiation</li> <li>Culture and change management</li> <li>Complaints/dispute resolution</li> <li>Compliance with mandatory requirements</li> <li>EAP co-ordination</li> </ul>	<b>Education</b> <ul style="list-style-type: none"> <li>Schools program</li> <li>Curriculum alignment</li> <li>Parliamentary tours</li> <li>Online education</li> <li>Educational outreach</li> <li>Work experience program</li> </ul>	<ul style="list-style-type: none"> <li>Oversight of the Electorate Officer function</li> <li>Policies and procedures for Electorate Officers</li> <li>HR functions for EOs (recruitment, onboarding etc)</li> <li>Escalation point for issues and complaints</li> <li>Pastoral care</li> </ul>
<b>Payroll</b> <ul style="list-style-type: none"> <li>Payroll processing</li> <li>Payroll data capture and reporting</li> </ul>	<b>Parliamentary Reporting and Broadcasting</b> <ul style="list-style-type: none"> <li>Transcription and editorial services for Parliament and Committees</li> </ul>	<b>Security</b> <ul style="list-style-type: none"> <li>Security policy and protocol</li> <li>Security infrastructure</li> <li>Guards</li> <li>CCTV</li> </ul>	<b>Governance and Assurance</b> <ul style="list-style-type: none"> <li>Business planning</li> <li>Business continuity</li> <li>Corporate committee support</li> <li>Commonwealth</li> </ul>	<b>Community Engagement</b> <ul style="list-style-type: none"> <li>Committee engagement</li> <li>Social media</li> <li>Communications</li> <li>Marketing</li> </ul>	

<sup>23</sup> ICT fitout done by Buildings and Assets in collaboration with the ICT team in Information Services

		<ul style="list-style-type: none"> <li>Production of Members' speeches</li> <li>Broadcasting</li> </ul>	<ul style="list-style-type: none"> <li>Precinct management</li> <li>Access control</li> <li>Media access</li> <li>Emergency management</li> <li>First aid</li> </ul>	Parliamentary Association (CPA) administration <ul style="list-style-type: none"> <li>Risk management</li> <li>Audit (performance and financial)</li> <li>Project management policy and governance</li> <li>Legal</li> <li>Guidance on and monitoring of Members' entitlements</li> </ul>	<ul style="list-style-type: none"> <li>Website content</li> </ul>	
		<b>Records Management</b> <ul style="list-style-type: none"> <li>Information management policy</li> <li>Digital collections</li> <li>Knowledge management system</li> </ul>	<b>Catering</b> <ul style="list-style-type: none"> <li>Kitchen</li> <li>Dining room/Bistro</li> <li>Events and functions</li> <li>Inventory/purchasing</li> </ul>	<b>Administrative Support</b> <ul style="list-style-type: none"> <li>Invoicing for other business areas</li> <li>Consumable supplies</li> <li>Travel</li> </ul>	<b>Library and Research Services</b> <ul style="list-style-type: none"> <li>Research and analysis services</li> <li>Referencing</li> <li>Library collections and discovery</li> <li>Media monitoring</li> <li>Research databases</li> <li>Public information requests</li> <li>Archiving and conservation</li> </ul>	
					<b>Reception</b> <ul style="list-style-type: none"> <li>Switchboard</li> <li>Room bookings</li> <li>Visitor management</li> <li>Parliamentary inbox</li> <li>Mail</li> <li>Flags</li> <li>Lost property</li> </ul>	

## RECOMMENDATIONS

There are a number of recommendations made throughout the main body of the report in the context of the discussion of review findings. In addition, **nine principal and priority recommendations** have been identified for consideration, as follows:

1

**Recommendation 1:** That the Parliamentary entities transition to the proposed structure.

2

**Recommendation 2:** That a priority be placed on establishing and recruiting to the proposed Executive Director Legislature-General position.

3

**Recommendation 3:** That the PELT revise its composition to include the new Executive Director Legislature-General as well as the two Clerks and Deputy Clerks.

4

**Recommendation 4:** That the Legislature-General establish a service level agreement in collaboration with the other parliamentary entities to identify the services that it will provide as well as the standards that it will meet.

5

**Recommendation 5:** That common and consistent expectations be established for all Legislature-General leadership roles, including the expectation that these roles will work together with the two Houses to provide strategic policy leadership to support the effective and safe operation of the parliament.

6

**Recommendation 6:** That responsibility for oversight of all Electorate Officers be consolidated within the Legislature-General.

7

**Recommendation 7:** That position descriptions be prepared and classification reviews be undertaken for all roles in the parliamentary entities.

8

**Recommendation 8:** That significant discrepancies in employment arrangements and conditions across roles be resolved, with entitlements provided consistently, in alignment with job demands and characteristics.

9

**Recommendation 9:** That for a period of 12 to 18 months, the parliamentary entities engage an external provider with expertise in culture change and organisational change management to assist the PELT to manage the entities' transition to the new structure.

## ATTACHMENTS

### ATTACHMENT A: PEOPLE CONSULTED DURING THE COURSE OF THE REVIEW

Workplace Research consulted the following individuals to inform the review:

- The Honourable Mark Shelton, Speaker of the House of Assembly
- The Honourable Craig Farrell, President of the Legislative Council
- The Honourable Ruth Forrest, Member of the Legislative Council
- The Honourable Leonie Hiscutt, Member of the Legislative Council
- The Honourable Sarah Lovell, Member of the Legislative Council
- Dr Rosalie Woodruff, Member of the House of Assembly
- Ms Catherine Vickers, Clerk of the Legislative Council
- Ms Laura Ross, Clerk of the House of Assembly
- Mr Tim Mills, Deputy Clerk of the Legislative Council
- Ms Stephanie Hesford, Deputy Clerk of the House of Assembly
- Ms Fiona Murphy, Second Clerk-Assistant, House of Assembly
- Mr Benjamin Foxe, Clerk-Assistant & Sergeant-at-Arms, House of Assembly
- Mr Craig Muir, Usher of the Black Rod, Legislative Council <sup>24</sup>
- Ms Vanessa Field, Premier's Chief of Staff
- Ms Carol Jones, Manager Ministerial and Parliamentary Services, Department of the Premier and Cabinet
- Ms Nicole Muller, Director Corporate Services, Legislative Council
- Ms Marijana Bacic, Parliamentary Librarian, Legislative Assembly
- Mr Robert Wright, People and Culture Manager, Legislature-General
- Mr Adrian Munnings, Finance Manager, House of Assembly
- Ms Mandie Donnelly, Manager, Catering, Legislature-General
- Ms Helen Allmich, Editor of Debates, Legislature-General
- Mr Peter Hancox, Director Computer Services, Legislature-General
- Mr Simon Munn, Building and Facilities Manager, Legislature-General
- Ms Kimbra McCormack, Senior Parliamentary Educator, House of Assembly
- Ms Julia Agostino, Independent Project Manager, Motion for Respect

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<sup>24</sup> Craig Muir was formerly the Principal Policy & Project Officer, Motion for Respect, and initially contributed to this review in that capacity.

## ATTACHMENT B: DOCUMENTATION EXAMINED DURING THE COURSE OF THE REVIEW

The following documents were accessed and reviewed:

- Motion for Respect: Report into Workplace Culture in the Tasmanian Ministerial and Parliamentary Services* (Full Report — August 2022)
- Current organisational charts for each parliamentary entity
- Position descriptions for roles in each parliamentary entity
- Pay scales for roles in parliamentary entities
- Industrial agreements in place for staff in parliamentary entities:
  - House of Assembly Staff Industrial Agreement 2009*
  - Legislative Council Staff Industrial Agreement 2009*
  - Legislature-General Staff Industrial Agreement 2009*
  - Tasmanian State Service Award – S085*
- House of Parliament Project 1: Governance Review* (April 2021)
- House of Parliament Project 4: Follow up review of Governance* (August 2023 Final Report)
- Parliament of Tasmania Structural Review Options Paper* (Prepared by Michelle Swallow, November 2021)
- Drafting Instructions Parliamentary Employment Law (16 March 2023)
- Parliamentary Employment Framework (November 2021)
- House of Assembly Annual Report 2021 - 2022
- People and Culture Strategy 2023 and accompanying Rollout Plan
- Parliament Risk Register
- Financial Risk Register
- Digital Transformation Strategy (ICT Services Strategic Review) produced by GMC Advisors
- List of current Members of Parliament
- List of current employee benefits and correspondence relating to these
- List of positions in Ministerial and Electorate Offices
- Handbook for Elected Members of the House of Assembly and Prescribed Parliamentary Office Holders
- Governance Committee Terms of Reference (7 May 2021)
- Copies of submissions to the Motion for Respect review (Bolt Review)
- Copies of Instruments of Appointment and Secondment Arrangements for SES and non-SES staff
- Employee induction information
- Job advertisements for Electorate Officers

- *Commonwealth (Latimer House) Principles on the Three Branches of Government* (November 2003)
- Project Reference Group Meeting Notes (Thursday 12 October 2023)
- Computer and Electronic Services Staff Rolls and Organisational Flow Chart
- DPAC Funded Resources managed by Parliamentary ICT
- ICT Services provided by Federal Parliament
- *Bullying and Harassment in the New Zealand Parliamentary Workplace*, Debbie Francis, May 2019 (Francis Review)
- *Culture in the New Zealand Parliamentary Workplace: A future excellence horizon*  
Debbie Francis, External, independent reviewer, June 2023 (Update Report on the Francis Review)
- Organisational charts for parliamentary services organisations in other jurisdictions
- V M Barrett (2022) *Parliament: A Question of Management*, ANU Press
- Correspondence from Laura Ross, Clerk of the House of Assembly, regarding the House of Assembly structure
- Correspondence from Catherine Vickers, Clerk of the Legislative Council: Parliament of Tasmania  
Structural Review: Draft Comments on Options Paper
- Meeting notes taken during the structural review conducted in 2021 (Meeting between Michelle Swallow, Independent reviewer, and Shane Donnelly and David Pearce – 15 November 2021)

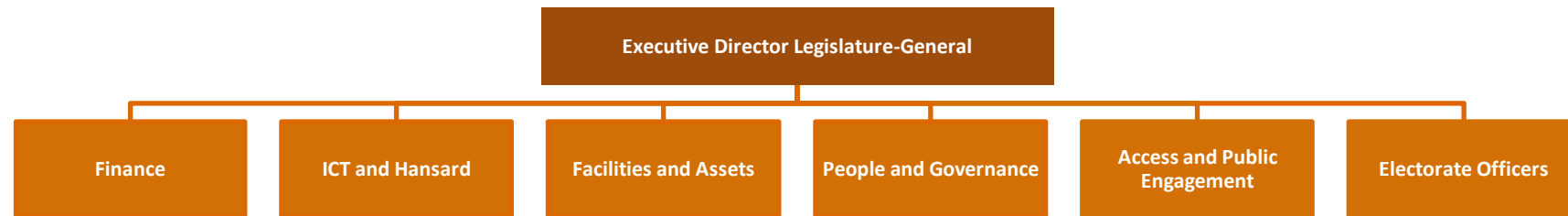


## ATTACHMENT C: STRUCTURAL OPTIONS CONSIDERED IN THE CO-DESIGN WORKSHOP

Below, three draft options for the structure of the Legislature-General are shown. These draft options were presented or developed at the Design Workshop held on 13 and 14 December 2023. Option 1 was developed by Workplace Research prior to the Design Workshop while Options 2 and 3 were developed at the Design Workshop.

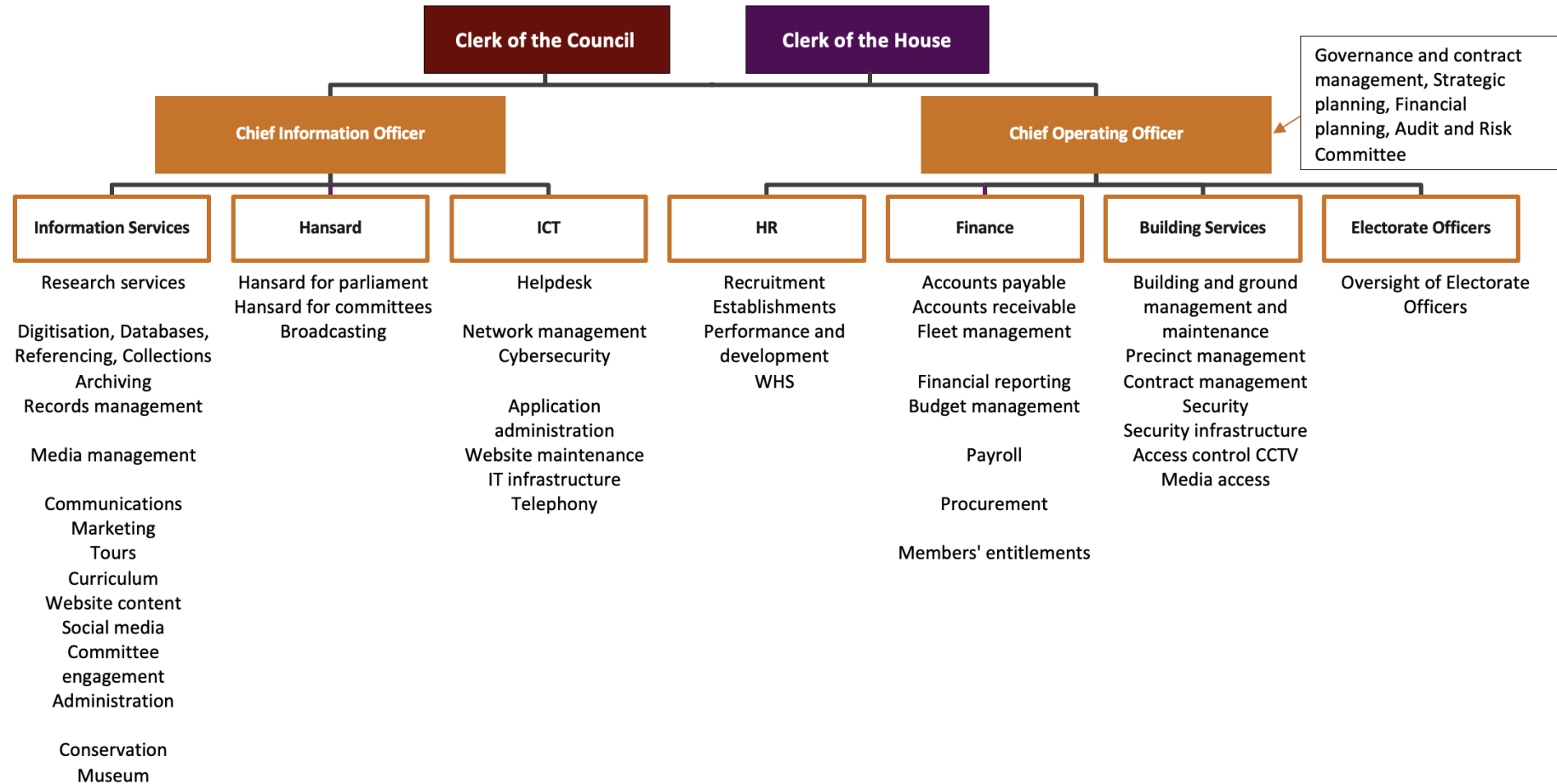
The draft structures shown illustrate the proposed distribution of functions identified as important for the delivery of services required by parliament and do not reflect the number of positions needed to operationalise each structure.

## Option 1: Developed by Workplace Research and discussed at the Design Workshop

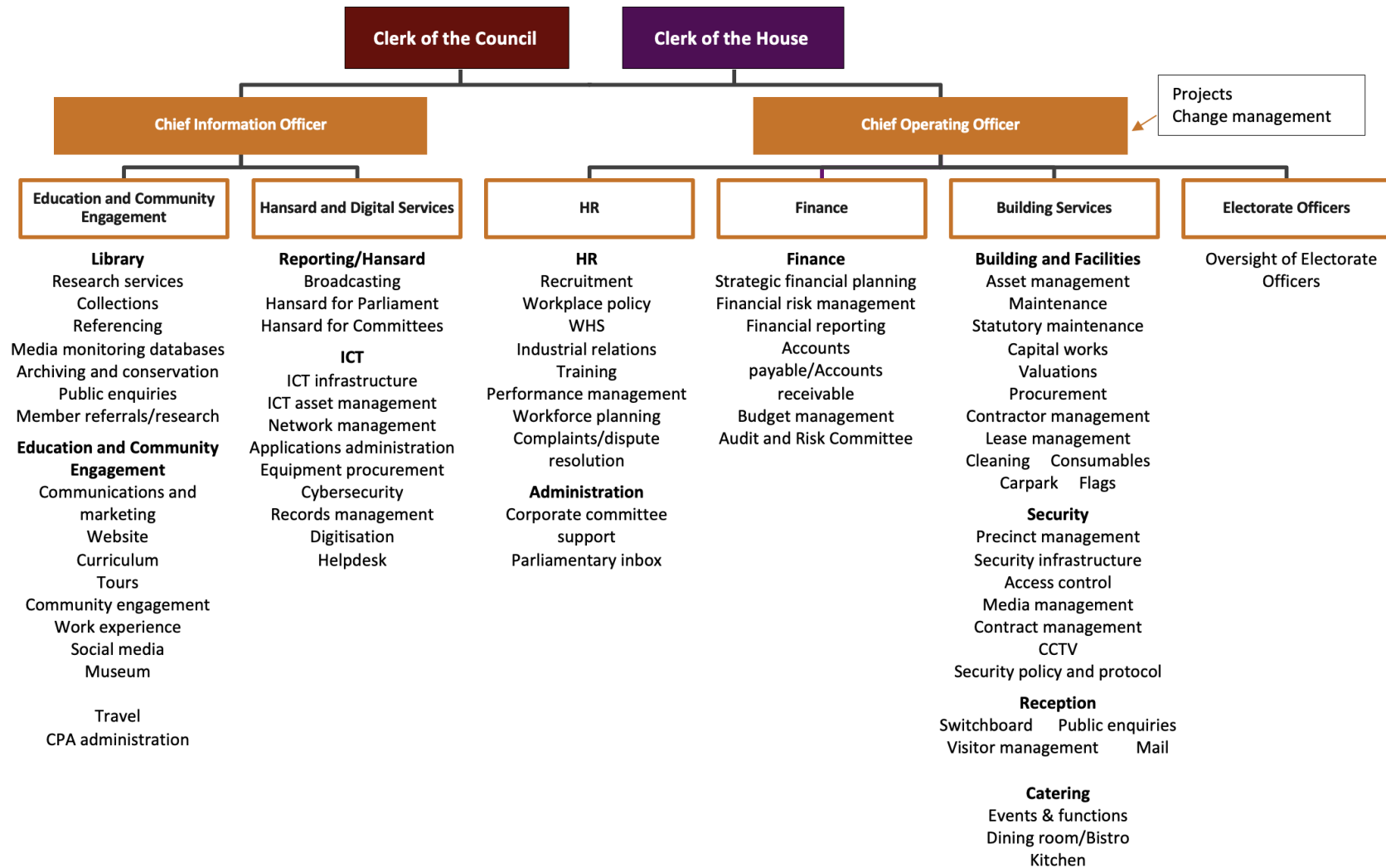


Proposed Distribution of Responsibilities across the Legislature-General					
Finance	ICT and Hansard	Facilities and Assets	People and Governance	Access and Public Engagement	Electorate Officers
Payroll Revenue Budget management Financial reporting Procurement Contract management Financial risk management	ICT Cybersecurity Hansard	Property management and leasing Management of Electorate Offices Building and grounds maintenance Asset management Fleet management Security Consumable supplies Catering	Workforce planning Recruitment Establishments Performance and development WHS Employee relations Legal Governance Risk management Business planning Project management Governance committee support	Library Records management Education Community engagement Reception	Oversight of the Electorate Officer function Policies and procedures for Electorate Officers HR functions for EOs (recruitment, onboarding etc) Escalation point for issues and complaints Pastoral care

**Option 2: Developed at the Design Workshop**



### Option 3: Developed at the Design Workshop



## ATTACHMENT D: OECD ENTERPRISE RISK MANAGEMENT (ERM) MATURITY MODEL

Maturity levels Key area	Emerging	Progressing	Established	Leading	Aspirational
<b>Strategy</b>	Administration strategy and objective setting usually involves adjustments to the previous period's strategy/objectives in the light of experience and is generally backward looking as regards to risks (i.e. with a greater focus on previously realised risks rather than an analysis of how future risks might impact the delivery of the administration's strategy). There is limited consideration of the internal and external environments and stakeholders.	Administration strategy and objective setting involves some analysis of potential delivery risks although this may not be done in a joined-up and systematic process. Some aspects of the internal and external environment and stakeholders are considered.  There is a basic understanding of risk appetite but it is not yet interconnected with strategy.	When administration strategy is being developed, consideration is given to the potential effects of major changes in the internal and external environments (such as changes to government policy). Adjustments are made as appropriate in accordance with the administration's general risk appetite. This process is supported by structured inputs from business units, risk management experts and governance committees.  A risk appetite statement, that considers trade-offs, is in place and communicated appropriately.	Administration strategy is informed by comprehensive horizon scanning and scenario planning involving a wide range of internal and external stakeholders. The detailed objectives for achieving the strategy are adjusted as appropriate in accordance with the administration's different risk appetites and risk tolerances in specific areas.  Risk appetite statements are articulated for key areas of administration risk. Risk appetite statements are reviewed periodically by the administration's governance structure in the light of events and appropriate adjustments considered.	The strategic planning process is supported by the use of advanced analytics (e.g. artificial intelligence) using a wide range of inputs to forecast different scenarios and their impacts on the achievement of the strategy. This is done on a continuous basis allowing real-time adjustments to strategy, objectives and/or performance measures, including as a result of changing risk appetites and risk tolerances of the administration.  Risk appetite statements are incorporated into all business objectives and monitored in real-time through advance analytic techniques with suggestions for changes put forward automatically for consideration.
<b>Governance</b>	The governance structure for ERM is somewhat unclear and generally uncoordinated between governance bodies.  Levels of authority and roles and responsibilities are not well documented, understood or applied consistently across the administration. There is consequently little review and monitoring of many risks and accountability for risk management is unclear.	The administration governance structure considers ERM and exists with some exchange of information between governance bodies and periodic reporting to the Executive Management Team on major risks and risk management actions.  Levels of authority and roles and responsibilities in some business areas are defined and documented with a focus on reviewing and monitoring major risks and performance indicators. Individual responsibilities as regards to other risks will often not be clear and risk appetite may vary widely across business units.	An administration-wide governance structure is responsible for the periodic review and monitoring of key elements of enterprise risk and performance as well as setting general risk appetite.  An operating structure is in place that sets out both levels of authority and individual roles and responsibilities that are consistently applied within most business units.	An administration-wide governance structure regularly reviews enterprise risk and performance administration-wide and approves risk appetite and risk tolerance for major risks.  A comprehensive operating structure is in place to ensure full cooperation between governance bodies. Levels of authority and explicit roles within and across business units are clearly mapped out in operating plans and individual objectives.	An administration-wide governance body engages in proactive and, as necessary, real-time decision-making related to risk and performance to achieve the administrations strategies and objectives (including supporting objectives of other government agencies).  The administration has well defined and well understood delineated roles, responsibilities, delegations of authority, and governance structures. These are regularly evaluated by management, including through periodic independent reviews, to determine if they are applied correctly or if changes are needed in the light of changing circumstances

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<b>Culture</b>	<p>There is a general appreciation at senior level of high-level business risks, but risk management is not promoted across the administration as a proactive tool and often issues are only addressed after risks materialise.</p> <p>The application of ERM in general largely depends on the expertise and risk appetite of individual managers with high variability across the administration. A number of basic training courses are available although not always on a regular basis and most training is done on the job.</p>	<p>The need for effective ERM is promoted at the senior management level although with a primary focus on major foreseen risks and high-profile projects with reputational impacts rather than a matter of general administration culture.</p> <p>In-house risk management expertise exists (which may be centralised or embedded in high risk areas). Some core training can be provided on a reactive basis for those directly accountable for identified high risk projects or issues. ERM in practice may be highly variable across the administration and often undocumented.</p>	<p>The importance of effective and joined-up ERM across all aspects of the administration is stressed by senior leadership and generally reflected in training material, performance management processes, including reporting and monitoring, and management objectives.</p> <p>Risk informed decision making by managers is encouraged and supported, including through the provision of general guidance and assistance on demand from risk professionals. Periodic reviews are done as to the ERM culture within the administration.</p>	<p>A strong ERM culture is visibly encouraged, supported through ongoing structured professional training, and rewarded in performance management processes. This is reinforced by consistent messaging and management behaviours.</p> <p>There are well communicated expectations as regards to the incorporation of ERM in decision making at all levels as well as the involvement of risk management professionals. ERM culture is periodically measured against key performance indicators and qualitative assessments and benchmarked with other organisations.</p>	<p>ERM is fully integrated into core administration professional values and is reflected in day-to-day behaviours and an organisational culture focused on innovation. It is supported through a multifaceted approach for continuous training and development</p> <p>There is real-time monitoring of behaviours and decisions to ensure alignment with core values and risk appetites, including through the use of automated and embedded advanced technology tools and techniques. This also allows the administration to make well informed dynamic changes in risk appetites and processes to respond to environmental changes</p>
<b>Risk identification</b>	<p>Outside of major projects, the extent and nature of risk identification and reporting is generally left to the individual managers and business units leading to many risks not being identified other than at a very general level.</p> <p>The Executive Management Team may sometimes commission risk assessments to be done. This will largely be on a reactive basis where some risks have already materialised and in those cases will be about damage limitation than prevention or mitigation.</p> <p>Where risks are identified they are not consistently logged centrally or shared making it difficult to consider interrelated risks or to get a coherent or consistent picture of enterprise risks.</p>	<p>While there are standardised reporting requirements for identifying risks, the process for identifying and describing risks and for considering interrelated risks will differ across business units and will be of varying quality.</p> <p>Risk identification is integrated into certain activities of business units considered to be of higher risk. In other areas the types of risk to be considered are left to business units resulting in variability in the quality of risk identification.</p> <p>The high-level risks identified by the individual business units are reflected at an enterprise level after approval by the appropriate governance bodies. The governance bodies will identify and feedback some common themes and major interrelations between risks for business unit management consideration.</p>	<p>The main risks to achieving objectives are identified at regular, established intervals using a standardised process (including enterprise and business unit levels).</p> <p>The level of granularity of risk identification will vary across the administration. Links between different areas are often considered but this is generally done independently by business units and not subject to cross-administration review.</p> <p>A portfolio view of risks to objectives agreed by the governance bodies exists at the enterprise level, including a risk profile for each level of the organisation which is reflected in business unit plans and objectives.</p>	<p>Risks are identified and validated consistently and in a standardised manner at each level of the administration taking into account lessons learned from prior events.</p> <p>Risk identification is integrated into normal day-to-day operations and this information is supplemented by periodic cross-administration risk identification activities to ensure completeness and accuracy.</p> <p>Enterprise risk identification includes the consideration of risks from across the units and how they interrelate and is done in a joined-up process by the governance bodies and cascaded across the administration for inclusion in plans at all levels.</p>	<p>A wide range of internal and external information sources are used to proactively identify and centrally validate risks to objectives at all levels of the administration using advanced tools such as data analytics, artificial intelligence and gamification.</p> <p>New, emerging, or changing risks are proactively identified on a real-time basis including as a result of changing risk appetites and changes in the interrelation of risks across business areas.</p> <p>Identified risks and interrelations are subject to regular peer review and challenge at all levels of the administration and fully integrated into administration wide objectives.</p>

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<b>Risk Analysis and Evaluation</b>	<p>Risks are either not analysed formally or risk analysis is done in an inconsistent manner based on the previous experience and management judgement and without any common format, resulting in an unreliable assessment of enterprise level risk.</p> <p>Risks are largely prioritised on the basis of high-profile/high budget projects which attract significant reputational risks. Most business areas assume a business as usual approach.</p>	<p>Risk analysis is standardised but fairly basic in form, relying on largely subjective and broad brush judgements which can vary considerably between business units and depend heavily on the engagement of management. There is some analysis for high-level risks that span business units on high-profile projects.</p> <p>A broad measure of the magnitude of risks is derived by the governance structure from high level qualitative judgements of likelihood and impact and is used to assess and prioritise risks at the enterprise level.</p>	<p>Standardised quantitative risk analysis techniques are increasingly used where appropriate to supplement qualitative analysis in a broadly consistent manner across the administration. There is increasing use of scenario analysis and/or simulations in high risk areas to test and improve the quality and reliability of risk analysis.</p> <p>The administration has developed a prioritised portfolio of enterprise risks focused on business objectives and risks to, and opportunities for, those objectives both at the business unit level as well as at the enterprise level.</p>	<p>Quantitative approaches are increasingly used to gain actionable insights into risks. Scenario analysis and simulations are used on a consistent and regular basis. Triggers are identified and deployed to detect a need for risk reassessment and to mitigate for potential biases in assessments.</p> <p>The administration maintains a prioritised portfolio of enterprise risks which are assessed in the context of the overall organisation objectives. Risks at the program or process level allow decision making based on a thorough understanding of top-down and bottom-up risks and interrelated risks.</p>	<p>Risk analysis is carried out using an integrated risk assessment system based on a wide range of real-time qualitative and quantitative data, both internal and external, and using advanced technology tools (such as artificial intelligence) to map cause and effect relationships, including the impacts on interrelated risks.</p> <p>The administrations prioritised portfolio is updated in real-time and increasingly takes account of risks to other government agencies and government priorities as well as risks for particular taxpayer segments (for example through unforeseen administrative burdens).</p>
<b>Review and Revision</b>	<p>Reviews are carried out in a reactive manner in the light of high impact events occurring or where there has been serious reputational damage to the administration. Changes are generally confined to addressing the particular issue or business area rather than more systemic issues.</p>	<p>The effectiveness of ERM practices over the preceding year is assessed regularly in a general way as well as in the event of realised risks with significant adverse impacts. Recommendations for any major improvements in particular business areas are made to the relevant responsible managers.</p>	<p>Reviews are undertaken regularly of higher-risk business areas with detailed recommendations for improvements, including to administration wide processes and capabilities, made to senior management. Action plans are put in place as necessary and monitored by senior administration management.</p>	<p>ERM outcomes are reflected in regular business performance management processes, including in regular reporting to senior management. The effectiveness of administration wide ERM practices and capabilities is periodically assessed in a detailed manner and benchmarked against other organisations.</p>	<p>ERM outcomes are fully integrated into real-time business performance reporting. The effectiveness of ERM practices, capabilities and treatments is assessed by advanced technology tools (e.g. artificial intelligence) and subject to occasional independent review against leading practices.</p>

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<b>Information, Communication and Reporting</b>	<p>Risk information is extracted largely manually at the business unit level and the scope and relevance will depend on management engagement and expertise in particular business areas, leading to high variability across the administration and a largely reactive approach to ERM.</p> <p>In general, risk information outside of periodic high-level key performance indicators (KPIs) or key risk indicators (KRIs) are not communicated routinely to governance committees and is usually sent on request or where business unit management chooses to escalate issues, which will often be done inconsistently across the administration.</p>	<p>Risk management reporting templates and communication channels are defined, although not always consistently applied across the administration. While data is kept in electronic form, the variability in the quality and timeliness of information can impact the quality of decision making, in particular in areas of interrelated risks.</p> <p>More detailed KPIs and KRIs are in place for all core business processes and are increasingly shared across business areas. Significant adverse changes in KPIs and KRIs will usually be triggers for further investigations and more detailed reporting to management and governance committees.</p>	<p>The organisation generally uses existing information and technology systems to capture what it needs to understand risk, make risk-aware decisions, and fulfil reporting requirements. Risk information standards and ownership are defined and various channels are available for communicating risk information to those with ERM responsibilities.</p> <p>The format of reporting (including standard analytics, commentary and the mapping of KPIs and KRIs to individual risks and objectives) enables business units to understand the relationships between risk and performance to improve decision-making. While reporting is consistent, data timeliness, accuracy, and quality vary across the business units.</p>	<p>Categorised risk information, including a wide range of KPIs and KRIs, is integrated into enterprise architecture. High quality, timely and accurate data is integrated into the regular reporting and decision-making tools across the organisation and can be pulled from a common data warehouse on demand by decision makers and risk owners.</p> <p>Management routinely assesses, in close collaboration with report users, what information is required (both for decision makers and administration staff more generally) how often reports are needed, and presentational preferences, with changes being made as necessary. There are dedicated methods to extract and report meaningful information on culture.</p>	<p>Advanced data analytics, such as artificial intelligence and data mining is leveraged to collect, convert, and analyse large volumes of data into clear and readily understandable risk management information to inform proactive decision-making. Such information is increasingly available in real-time and to staff across the administration</p> <p>Increasingly the format of reporting can be tailored according to the requirements of particular users with functionality to undertake detailed drill-downs into risk parameters and interrelated risks. There is periodic evaluation of the effectiveness of the communication channels and functionality in ensuring that reporting is comprehensive, timely and accurate.</p>



