

Parliament of  
New South Wales

Department of  
Parliamentary Services

2023 / 2024

# ANNUAL REPORT





## **ACKNOWLEDGEMENT OF COUNTRY**

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

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

We advise this report may contain images, voices, or names of deceased persons in photographs or historical content.

*Our Colours of Country - Wullula Bethel*

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## PRESIDING OFFICERS' FOREWORD

We are pleased to provide this foreword to the annual report of the Department of Parliamentary Services for the year ending 30 June 2024.



It's been an extraordinary year in the NSW Parliament and as Presiding Officers we take this opportunity to acknowledge the dedication and work done by the Department.

Without question, one of the most significant and important projects ever undertaken by the Department was completed this year, on time and on budget. We of course refer to the restoration of the historic chambers and the heritage-listed Rum Hospital.

This revival of Australia's first Parliament and oldest continually-occupied building was not just essential for the Parliament's functions but for preserving a part of Australia's rich history. It's of great credit to Rob Nielsen, Lyndall Smith, James Kleppen, Ryan Panton and of course Chief Executive Mark Webb and their teams for their outstanding management of this project, culminating in a National Trust Heritage Award win for the internal renovations to the chambers. We are all immensely proud of the work undertaken as current custodians of these significant heritage items.

The revitalised precinct was ready to host another major historical event, the bicentenary of the Legislative Council. As part of our theme of "Reflect, Celebrate, Imagine", a number of special events were held throughout the year including seminars, history conferences and regional roadshows ahead of the August 2024 bicentenary.

There's also been a significant amount of work done to implement the reforms recommended by the Broderick Review over the past year and we thank Helen Gors and her department for their efforts. While there will always be more to do in this space, those professionals who make up our parliamentary community deserve to work in a safe, inclusive, supportive, and respectful environment.

It was another busy year for the communications and education teams. The Festival of Democracy was a highlight of the year, attracting more than 1200 people into Parliament House, while more than 16,000 students joined tours and programs, which is a wonderful effort by Jeannie Douglass and her team. We must also acknowledge Matthew Dobson and Deb Bennett and their teams who have also had some significant challenges over the past year, most notably producing the new media reports.

The future represents opportunities for us to continually improve our standing as a modern and dynamic legislature. Meeting these challenges cannot be done without the specialised support of the Department of Parliamentary Services, so we again thank Mark and all of the staff for their support and ongoing commitment to the NSW Parliament.

A handwritten signature in black ink, appearing to read "Greg Piper".

**The Hon. Greg Piper MP**  
Speaker of the Legislative Assembly

A handwritten signature in black ink, appearing to read "Ben Franklin".

**The Hon. Ben Franklin MLC**  
President of the Legislative Council

# CHIEF EXECUTIVE REVIEW



The 2023-2024 financial year has been another busy one for all of us here at Parliament, with the Department of Parliamentary Services being no exception. From finalising important critical maintenance and restoration work to Parliament House as part of our ongoing program to maintain and improve the precinct for generations to come, to ensuring the smooth running of services for Members and Staff who work for the Parliament of NSW, the achievements have been many. A key addition you will note in this annual report is work done to develop the DPS Strategic Plan 2023-2027, which we have reflected here by mapping key outcomes against the Strategic Priorities for the 58th Parliament. Thank you to everyone across the Department who was involved in this important process and for the work you will continue doing over the next three years to achieve these outcomes.

It is an honour to work at Australia's oldest Parliament with the people who work in front of and behind the scenes to uphold democracy in the state of NSW. Formed in Parliament's more recent history, the Department of Parliamentary Services marked its 15-year anniversary in 2023, leading to much reflection on the Department's history.

Set up in 2008, the Department brought together the more modern corporate functions from across Parliament with many functions that are as old (or almost as old) as Parliament itself, including the Parliamentary Library and Hansard. Deliberations on when the Finance team began are still out, with early purchase and salary registers being found that date back to the 19th century. While dining at Parliament clearly has a long tradition, with a Catering team onsite from the 1850s. Newer teams since the Department's inception have included Governance and Digital Transformation, while all of our teams have continued to adapt to the needs of a modern Parliament and workforce.

The Department of Parliamentary Services is responsible for providing professional and support services to members and staff at the Parliament of NSW. We remain focused on delivering exemplary service to the Parliament and NSW community. We believe it is not just what we do, but how we do our work that is important. Our values underpin every aspect of our work and guide our actions and decisions.

I want to acknowledge the great shared outcomes achieved with the broader Parliamentary Executive Group and their teams, including work to support the Bicentenary of the Legislative Council, and look forward to continuing to strive towards our shared priorities.

The critical maintenance and restoration work has seen the biggest physical change to the work environment, with Hansard returning to its home this year, the façade of NSW Parliament House being revealed to the NSW community, along with restoration of the Legislative Council and Legislative Assembly chambers. Proudly, we won the Interiors and

Objects category for the Parliament of NSW Chambers Restoration Project at the National Trust of Australia (NSW) Heritage Awards. If you haven't already, be sure to drop by NSW Parliament House for a tour some time to you can see the work for yourself.

As I do each year, I want to thank the executive team for helping steer us through the year. They have done so on time, on budget and in an extremely capable, enthusiastic, and professional way.

A special bon voyage to Jocelyn Webb, who started a new adventure towards the end of the fiscal year. The significant contribution Jocelyn made to the Department will not be forgotten. And a warm welcome to Toby Loo who successfully took over the reins of Information Technology and is our Chief Information Officer.

I am pleased to present this annual report for 2023-24.

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



# The Department

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

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

## PARLIAMENT SERVICES DIVISION

### Parliamentary Catering

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

### Communications, Engagement and Education

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

### Hansard, Library, Research and Audiovisual Broadcast Services

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

## CORPORATE SERVICES DIVISION

### Finance and Governance

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

### IT Services

Manages information technology infrastructure, provides technical support to the Parliament including cybersecurity, and oversee enterprise architecture to align IT strategy and optimise technology investment.

### People, Property and Security

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

## PROJECTS

### Capital Works, Strategy and Delivery

Responsible for developing strategy and become delivering property projects for the Parliament Precinct and Electorate Offices portfolio, ensuring the organisational needs of today and the future are met.

### Digital Transformation

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

## OUR VALUES

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

**Integrity** The quality of being honest and having strong moral principles

**Collaboration** The act of working together to achieve outcomes

**Excellence** The quality of working to the highest standards


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

**Service** The act of giving assistance, support or advice.




# Enabling the Parliament, **SERVING NSW**


# Department of Parliamentary Services



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




**Corporate  
Services**  
Kelly  
McFadyen  
Executive  
Director



**Information  
Services & CIO**  
Toby Loo  
Director



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



**Financial  
Services &  
Governance**  
Jocelyn  
Webb  
Director



**Digital  
Transformation**  
Danielle  
Schefer  
Director




**Information  
Technology**  
Michael  
Crawford  
Senior Manager




**Human Services**  
Craig  
Wheeler  
Senior Manager




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




**Digital  
Transformation**  
Scott Fuller  
Senior Program  
Manager




**Cyber Security**  
Navid  
Baradaran  
Senior Manager



**Property  
Management  
Services**  
Ross  
Cameron  
Senior Manager



**Members'  
Entitlements**  
Tass  
Miroforidis  
Senior Manager




**Digital  
Transformation**  
Krista  
Meulengracht  
Senior Program  
Manager




**Enterprise  
Architecture**  
Jenny Lozev  
Senior Manager



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



**Member  
Entitlements  
Strategy**  
Emma  
Thorlby  
Senior Manager




**Digital  
Transformation**  
Ann Luu  
Senior Program  
Manager



**Workplace  
Support**  
Andrew  
Kiedja  
Senior Manager



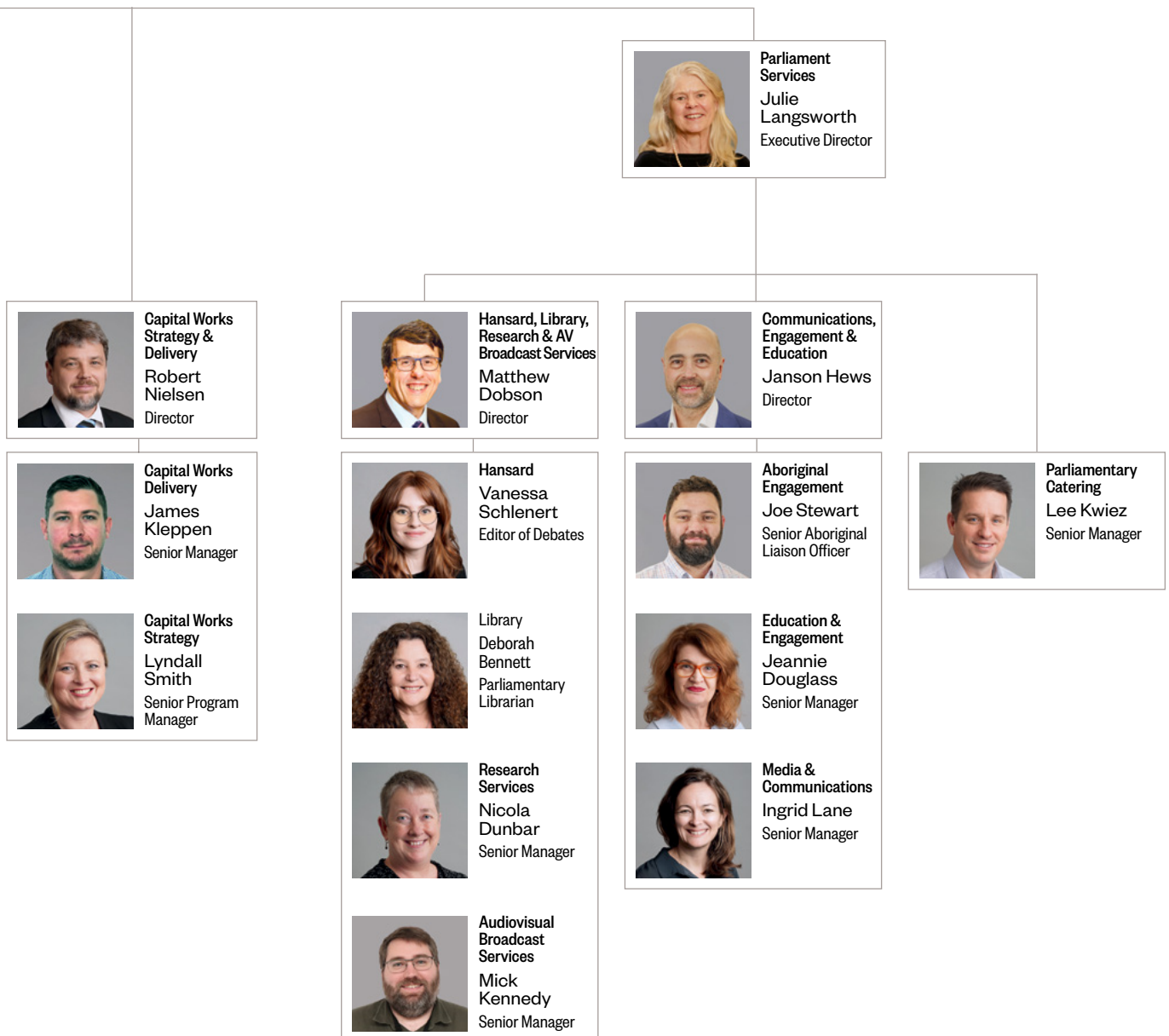
**Parliamentary  
Accounting**  
Andrew  
Veitch  
Senior Manager



**People &  
Capability SAP**  
Michelle Bartolo  
Senior Manager



# ORGANISATION CHART



# Executive Team



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

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



**Julie Langsworth**  
Executive Director  
Parliament Services

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Julie has worked at Parliament for more than 25 years in senior roles both in the Department of the Legislative Council and the Department of Parliamentary Services. As Executive Director, Parliament Services Division, she works closely with the Chief Executive to oversee the Hansard, Library and Research Branch, the Communications, Engagement and Education Branch, and Catering. Julie is also the Executive Sponsor for Mature Age People.



**Kelly McFadyen**  
Executive Director  
Corporate Services

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Kelly provides leadership and strategic direction for the Corporate Services Division. Kelly works with her team to provide professional IT, Finance, People, Property, Security and Corporate Governance services across Parliament. Kelly brings 25 years' leadership experience in corporate services, strategy, and governance in both the private and NSW public sectors. She works closely with Mark and Julie to oversee the corporate governance of the Department. Kelly is the Executive Sponsor for Culturally and Linguistically Diverse People.



**Robert Nielsen**  
Director  
Capital Works Strategy and Delivery

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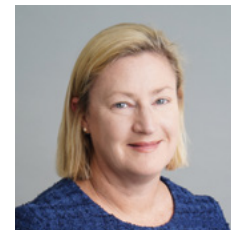
Robert leads the development and delivery of Capital Works Strategy for Parliament House and electorate offices. With 18 years' experience overseeing facilities services at the Parliament, Robert now works exclusively with the Capital Works team to advance the future planning of NSW Parliament House, and electorate offices while delivering key building projects. Robert led the creation of Parliament's first Disability Inclusion Action Plan and is the Executive Sponsor of People with Disability.



**Toby Loo**  
Director  
Information Services and CIO

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Toby is a technically brilliant and seasoned IT executive with over 20 years of technical and service management experience in Australia. At the Department, he oversees Information Technology services, cybersecurity, and enterprise architecture functions. Throughout his career, Toby has shaped information security management systems, developed state-of-the-art data networks, and championed digital communication platforms. He has also led initiatives to streamline IT service support, standardise technology specifications, and implement enterprise workflow engines. Prior to joining the Department in 2024, Toby served in several leadership roles. He is currently the Executive Sponsor for Young Professionals (under 35 years).



**Jocelyn Webb**  
Director  
Financial Services and Governance

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Jocelyn joined the Department in 2021 to oversee the Finance and Governance Branch, which includes Members' Entitlements, Accounting Services, Procurement, and Governance and Risk. Jocelyn is also the joint Executive Sponsor of Gender Equity. She has over 26 years' experience in financial roles with qualifications in accounting, economics, and governance and risk. Her career spans roles in the private, government, sport and not-for-profit sectors in Australia, Asia, the United Kingdom, and working with stakeholders in Europe, South America, and the United States. Jocelyn stayed in her role until April 2024.

# Leadership Team



**Matthew Dobson**  
Director  
Hansard, Library and Research

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Matthew provides leadership and strategic direction to the Hansard, Library and Research Branch. Matthew joined the Department in September 2016 as the senior manager of the Parliamentary Research Service. Since then, he has worked on several key projects including the Parliament's first Master Plan. His leadership of the branch is underpinned by his experience in providing information and research services in a variety of public sector roles. Matthew is the Mental Health and Wellbeing Executive Sponsor.



**Janson Hews**  
Director  
Communication, Engagement and Education

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



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

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Helen heads up the People, Property and Security Branch, which looks after the parliamentary precincts and the 98 electorate offices, as well as the people working within them. Helen joined the Department in 2016 and brings a wealth of human resources experience to her current role, with over 30 years in the NSW public sector, working across different agencies including Forests NSW, the Sydney Harbour Foreshore Authority, and the Department of Planning. Helen is also the Executive Sponsor for Aboriginal and Torres Strait Islander Peoples.



**Danielle Schefer**  
Director  
Digital Transformation, Financial Services and Governance

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Danielle joined the Department in 2022 to lead the Digital Transformation Branch. She brings 18 years' experience working in government and private sectors in the United States, to drive the delivery of major changes to NSW Parliament's technology landscape through the digital parliament and audiovisual services programs. Danielle has previously held senior leadership roles in IT consulting and digital government services in the United States. She is the Executive Sponsor for LGBTQIA+.

## People, Property and Security

**Craig Wheeler** – Senior Manager, Human Services  
**Ross Cameron** – Senior Manager, Property Management Services  
**Anthony Macvean** – Senior Manager, Security and Support Services  
**Andrew Kiejda** – Senior Manager, Workplace Support  
**Michelle Bartolo** – Senior Manager, People and Capability SAP

## Financial Services and Governance

**Bruce Pope** – Senior Manager, Governance, Planning and Performance  
**Tass Miroforidis** – Senior Manager, Members' Entitlements  
**Emma Thorlby** – Senior Manager, Members' Entitlements Strategy  
**Andrew Veitch** – Senior Manager, Parliamentary Accounting

## IT Services

**Michael Crawford** – Senior Manager, Information Technology  
**Navid Baradaran** – Senior Manager, Cyber Security  
**Jenny Lozev** – Senior Manager, Enterprise Architecture

## Hansard, Library, Research and Audiovisual Broadcast Services

**Deborah Bennett** – Parliamentary Librarian  
**Nicola Dunbar** – Senior Manager, Parliamentary Research Service  
**Vanessa Schlenert** – Editor of Debates  
**Mick Kennedy** – Senior Manager, Audiovisual Broadcast Services

## Communications, Engagement and Education

**Jeannie Douglass** – Senior Manager, Education and Engagement  
**Ingrid Lane** – Senior Manager, Media and Communications  
**Joe Stewart** – Senior Aboriginal Liaison Officer

## Parliamentary Catering

**Lee Kwiez** – Senior Manager, Parliamentary Catering

## Digital Transformation

**Scott Fuller** – Senior Program Manager  
**Krista Meulengracht** – Senior Program Manager  
**Ann Luu** – Senior Program Manager

## Capital Works Strategy and Delivery

**James Kleppen** – Senior Manager, Capital Works Delivery  
**Lyndall Smith** – Senior Manager, Capital Works Delivery



# Diversity and Inclusion

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

Executive Sponsors are directors and executive directors who champion the Department's focus groups. They provide executive level support and direction for the implementation and review of the Diversity and Inclusion Strategy and Plan.

They play a crucial role in championing and leading diversity and inclusion initiatives in our parliamentary workplaces. These passionate senior leaders drive strategic initiatives that support the development and advancement of under-represented and historically marginalised groups in the workplace.

With an emphasis on creating a safe, inclusive and respectful workplace culture, our Executive Sponsors help shape policies, practices, and programs that foster diversity, equity and inclusion.

## EXECUTIVE SPONSORS

### ABORIGINAL AND TORRES STRAIT ISLANDERS

Executive Sponsor: Helen Gors, Director, People, Property and Security

*"Actively listening to indigenous voices and communities, and working together to build a future of healing, respect and equitable opportunities are crucial for fostering understanding and empowerment among all peoples."*

- Helping drive better outcomes for Aboriginal and Torres Strait Islander people working at NSW Parliament, to better understand the unique challenges they face both working at Parliament and outside the workplace
- Welcoming Aboriginal and Torres Strait Islander people and communities and finding new ways to engage, work together and acknowledge the impacts of past trauma
- Celebrating diversity, commemorating important dates and paying tribute to the long journeys of First Nations peoples.

### CARERS

Executive Sponsor: Janson Hews, Director, Communications Engagement and Education

*"Carers are a diverse group who provide unpaid support and care for family members and friends with equally diverse needs. They represent almost 11% of Australia's population. My goal is to ensure carers at parliament are strongly supported in the important work they do across communities and workplaces."*

- Raising awareness and understanding of the diversity of carers and their experiences
- Flexible working arrangements that promote work/life balance and wellbeing for carers, including when caring responsibilities change
- Advocating for carer-inclusive policy and strategy development.

### CULTURALLY AND LINGUISTICALLY DIVERSE (CALD) PEOPLES

Executive Sponsors: Kelly McFadyen, Executive Director, Corporate Services

*"Our diverse cultural backgrounds, talents, and experiences collectively enrich the parliamentary community. By prioritising inclusivity, equity and leadership representation for culturally and racially marginalised people we will create an environment where everyone can thrive."*

- Breaking down barriers to participation in the workplace and supporting initiatives that promote and understand cultural diversity and social harmony
- Increasing the employment of people from all diversity groups and backgrounds
- Ensuring flexible working arrangements are in place to allow for staff from culturally diverse backgrounds to participate in cultural and religious activities and obligations
- Ensuring religious observance/purposes are facilitated where necessary for visitors and staff.

## DISABILITY INCLUSION

Executive Sponsor: Robert Nielsen, Director, Capital Works Strategy and Delivery

*"We have made significant strides in improving accessibility within parliament and for our people, but we recognise there is still work to be done. Our Disability Inclusion Network plays a crucial role in driving these changes, ensuring that our workspaces are accessible to everyone."*

- Providing executive leadership to the Parliament's Disability Inclusion Action Plan and initiatives
- Advocating for physical and mental disability inclusion in workplace culture
- Promoting the importance of mental wellbeing within the organisation
- Driving improvements to physical accessibility of the work environment
- Promoting opportunities for disability awareness training.

## GENDER EQUITY

Executive Sponsor: Jocelyn Webb, Director, Financial Services and Governance (up until finishing with the Department in April 2024)

- Advocating for good practice relating to employment policies and processes
- Providing leadership to drive gender equity employment initiatives and organisational change to create a workplace that values and supports people no matter their gender identity
- Committing to understanding the barriers and representing the rights of employees of all genders
- Providing high level endorsement and support to the working group, including support for practice

## LGBTIQA +

Executive Sponsor: Danielle Schefer, Director, Digital Transformation

*"Everyone deserves to be treated with respect and dignity, regardless of their sexual orientation, gender identity or expression."*

- Providing a diverse and inclusive environment for members of Parliament, their staff, parliamentary staff and the NSW community
- Providing a safe and supportive workplace for all people, regardless of their race, sex, religion, disability, sexual orientation or gender
- Fostering inclusiveness for LGBTIQA + people.

## MATURE AGE PERSONS

Executive Sponsor: Julie Langsworth, Executive Director, Parliamentary Services

*"Older people bring a level of experience, critical thinking and knowledge that cannot be taught. There is great value in having a multigenerational workforce."*

- Advocating good practice relating to employment policies and processes
- Providing leadership to combat ageism and promote inclusion for older workers
- Committing to understanding the barriers and representing the rights of older employees
- Supporting the provision of flexible working conditions that may be of particular interest or help to older workers.

## MENTAL HEALTH AND WELLBEING

Executive Sponsor: Matthew Dobson, Director, Hansard, Library and Research

*"We want everyone in our workplace to feel safe and supported when they talk about mental health issues. Developing a workplace culture that supports good mental health and promotes wellbeing among our people is our immediate priority. Over time, this will ensure the creation of a positive environment for all staff where everyone can thrive."*

- Advocating for staff mental health and wellbeing as a strategic priority in the parliament's workplace safety practices and culture
- Developing a workplace mental health awareness and wellbeing strategy
- Implementing a Mental Health First Aid Network throughout the Parliament
- Ensuring a zero-tolerance approach to bullying, harassment, and sexual harassment
- Supporting the provision of flexible working conditions that promote employee mental health and wellbeing.

## YOUNG PROFESSIONALS

Executive Sponsor: Toby Loo, Director, Information Technology and Chief Information Officer

*"The younger generation brings a unique mindset to the workplace. Their fresh viewpoint offers innovative and often unconventional approaches to finding solutions."*

- Facilitating ideation sessions and sponsoring the implementation of workplace initiatives generated by our young professionals
- Promoting professional networking and peer support for young professionals in the Department, the parliament, and across the NSW public sector
- Promoting opportunities for professional development for our young professionals.

## DIVERSITY AND INCLUSION EVENTS

In DPS, we work together to create a safe, inclusive and respectful workplace. To raise awareness, share our experiences, and celebrate our diversity, Executive Sponsors, teams, and employee networks host a number of events throughout the year.

Highlights from this year included:

### NAIDOC Week - 2 - 9 July

The Presiding Officers hosted an afternoon tea, celebrating our First Nations peoples' history, culture and achievements. We were joined by special guest, artist Kim Healey, who has direct ancestral connections to the Gumbanyngiir and Bundjalung Nations of northern NSW. Kim created the captivating 'Songline' art series specifically for display at Parliament. During the afternoon tea, Kim spoke about the inspiration behind the works and her heritage.

### Wear it Purple - 25 August

The parliamentary community came together to acknowledge Wear It Purple Day. All shades of purple flooded our Strangers' Dining Room. Even the catering had shades of purple, with themed refreshments facilitating meaningful cross-parliament connections as we celebrated the contributions of LGBTQIA+ colleagues.

The event was hosted by the Pride@Parliament employee network, with guest speakers Lara Husslebee, President of Wear It Purple, and Alex Greenwich MP, one of the Co-Chairs of the Parliamentary Friends of LGBTQIA+ group.

Their inspiring words emphasised the importance of fostering safe and inclusive spaces for rainbow youth.



### Loud Shirt Day - 20 October

Promoted NextSense's Loud Shirt Day fundraising event, which supports the breaking down of barriers for children, adults and families of people with hearing or vision loss. Colleagues were asked to wear their 'loudest' and most colourful shirt, and this year we also held a competition for the team who did this best!

### Mental Health Day - 10 October

A morning tea with guest speaker Natalie Nickson from Beyond Blue, took place in October, where she shared her story and spoke about Beyond Blue and the resources and services they provide to support mental health in Australia. Our Human Services team also followed with a resource pack including information from Lifeline Australia.



### International Day of Persons with Disability - 4 December

We celebrated International Day of Persons with Disabilities 2023 with three insightful guest speakers. Briana and Freddy Blackett shared their stories as mother and autistic son and spoke to the importance of access to education for disabled students. Rachel Worsley, the founder of Neurodiversity Media, also shared her experience as someone who is autistic and has ADHD and spoke about the barriers and benefits of work for people with disabilities.



**IPAA CEO and Young Professionals Breakfast – 21 March**

Nine Young DPS Professionals joined Kelly MacFadyen, our Executive Director, Corporate Services at the 21st Annual IPAA CEO and Young Professionals Breakfast. This year's debate explored the impact of using artificial intelligence (AI) at work. The debate was even more special as Young Professionals were able to support their DPS colleague.

**World Down Syndrome Day – 21 March**

March was a busy time for diversity and inclusion celebrations. Along with Harmony Day celebrations on 21 March we also acknowledged World Down Syndrome Day where we were treated to a film screening with special guests Nathan Basha (Bus Stop Films Ambassador) and Emily Caska (CEO, Down Syndrome NSW). Two poignant Bus Stop Films were screened - Lives in Action and What was it like? We also heard from Emily about Down Syndrome NSW and Nathan described his work as an advocate, actor and filmmaker.



**Pride Month - June**

Our Pride@Parliament employee network went all out this Pride Month with a lineup of in-person and online events to celebrate our commitment to LGBTQIA+ inclusion. Events included a film screening, an afternoon tea, and a round of online Pride trivia.

**Other Days of Significance**

Other days of significance were acknowledged including but not limited to R U OK Day, and International Women's Day.

**Harmony Week 18-24 March**

On Harmony Day we invited everyone to wear something orange to spread the message of harmony and unity through their vibrant attire. To help foster a more inclusive workplace, Kelly McFadyen, our Executive Sponsor for Culturally and Linguistically Diverse people, facilitated an anti-racism workshop where she shared personal experiences and provided valuable insights and tools for addressing everyday/casual racism and microaggressions.



Later in April, Kelly also hosted a Taste of Harmony Food Festival where everyone was invited to bring a traditional dish from their culture or a favourite homemade treat. We gathered for an amazing feast full of tasty treats and the sharing of our diverse stories and heritage.



# Safe, inclusive and respectful workplace



**The Parliament of NSW is committed to ensuring NSW Parliament House and our electorate offices are safe, inclusive, and respectful workplaces.**



In July 2021, the Parliamentary Executive Group (PEG), consisting of the President, the Speaker, the Clerks of both Houses and the Department of Parliamentary Services Chief Executive, commissioned the Independent Review into Bullying, Sexual Harassment and Sexual Misconduct in NSW Parliamentary Workplaces 2022 (the Broderick Review). In December 2022, the comprehensive plan to implement the recommendations of the Broderick Review was shared with all staff.

Throughout 2023-24 the implementation of the Broderick Review continued. Key highlights include: address the recommendations made in the Review to create long-term cultural change. This important work will continue throughout 2024-25.

## RISE TRAINING PROGRAM

Following a successful pilot program in November 2023 and one attended by a range of parliamentary stakeholders including Departmental leaders, Members, and Members' staff, RISE training programs were facilitated by an expert Diversity and Inclusion consultant and delivered in two parts. Dedicated Members' Staff sessions were originally arranged and were subsequently combined with All Staff sessions.

<b>RISE Part 1 Acceptable Workplace Behaviour / Diversity &amp; Inclusion</b>		
<b>Cohort</b>	<b>Session Duration</b>	<b>Total Participants</b>
1. Departmental Leaders	3 hours	132
2. Members	3 hours	10
3. Members' Staff	3 hours	102
4. All Other Staff	3 hours	137
<b>Total Participants for RISE Part 1</b>		<b>381</b>
<b>Total Training Hours for RISE Part 1</b>		<b>655</b>

<b>RISE Part 2 Trauma-Informed Complaint Handling</b>		
<b>Cohort</b>	<b>Session Duration</b>	<b>Total Participants</b>
1. Departmental Leaders	1.5 hours	54
2. Members	1.5 hours	4
3. Members' Staff	1.5 hours	Nil
<b>Total Participants for RISE Part 2</b>		<b>58</b>
<b>Total Training Hours for RISE Part 2</b>		<b>87</b>

## RISE TRAINING PROGRAM

The foundational course (RISE Part 1) was offered as a 3-hour session to all across the Parliament, in face-to-face and virtual formats. Due to the sensitive nature of content covered, participants were also encouraged to step away from their session to regroup and to access our three Employee Assistance Providers (EAPs) if needed.

Building on RISE Part 1's inclusion, diversity and acceptable workplace behaviour concepts our Part 2 sessions focussed on the steps for people leaders to follow (including Members, Senior Electorate Officers, and Secretary Research Officers) in relation to trauma-informed complaint handling processes. Sessions were 90 minutes long and offered both face-to-face and virtual formats.

Both RISE Part 1 and Part 2 sessions continue to be offered in 2024-2025, with most participants attesting to the usefulness of this training. In terms of testimonials from past participants, they have overwhelmingly cited the facilitator as a strong subject matter expert, with the ability to make the sessions engaging and valuable to attend. Participants feel generally confident in discussing and promoting RISE workplace behaviours in their teams and across the Parliament of NSW, while also knowing how to respond appropriately and safely as required.

## LGBTQIA+ TASKFORCE

In consultation with the PEG, Pride@Parliament, Parliamentary Friends of LGBTQIA+, ACON Pride in Diversity, and the Parliamentary Advisory Group (PAG), DPS Human Services conducted an EOI process to convene an LGBTQIA+ Taskforce. The Taskforce commenced in July 2024, and includes those who identify as LGBTQIA+ and allies, drawn from the three Departments, as well as Members and their staff. The Taskforce will examine the specific drivers of vulnerability for sexuality and gender diverse people within NSW Parliament, to inform the development of a tailored strategy which will reduce risk and improve access to reporting and support.

## EMPLOYEE ASSISTANCE PROGRAMS (EAP)

In 2023-24 three EAP providers supported those who work for the NSW Parliament:

- TELUS Health
- ACON Pride, providing specialist LGBTQIA+ support
- Yamurrah, providing specialist Aboriginal and Torres Strait Islander support

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

## POLICIES AND PROCEDURES

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

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

An expanded Workplace Relations and Support team has been working with members, department leaders and their teams to use best practice to resolve workplace issues and develop safe and supportive working environments. They continue to work closely with other business areas across parliament, including visiting electorate and MLC offices. This collaborative approach helps to identify needs in supporting Members, managers, and staff to resolve issues early and effectively, drive workplace and wellbeing enhancements, and build trust in complaint reporting and resolution processes.

## INDEPENDENT COMPLAINTS OFFICER (ICO)

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



The ICO can also receive and investigate allegations of bullying, harassment, and inappropriate behaviour by members.

The ICO is an officer independent of the parliamentary administration and entirely separate from the Executive Government. The ICO is apolitical, and works with strict impartiality, confidentiality, and sensitivity.

Rose Webb was appointed as the ICO in August 2022 and has since reported quarterly to the Privileges Committees on her work. The Independent Complaints Officer system was reviewed by the Privileges Committees this financial year.



# Parliamentary Advisory Group

The Parliamentary Advisory Group on Bullying, Sexual Harassment and Serious Misconduct (PAG) was initially constituted in 2021 prior to the Independent Review into bullying, harassment and sexual misconduct at the Parliament of NSW (known as the Broderick Review). The PAG was reconstituted on 18 March 2024 and comprises 15 members representing the members of parliament from both chambers, parliamentary staff, members' staff, and ministerial staff, convened by an independent chair. The PAG's current focus of its monthly meetings is advising on the implementation of the Broderick Review.

Its terms of reference are:

**“The PAG are advocates, advisors and facilitators for respectful and safe parliamentary workplaces”.**

To efficiently undertake its work, the PAG comprises three sub-committees:

#### **Communication and Engagement**

To provide advice and recommendations on implementing communication and engagement strategies so as to inspire the creation of safe, respectful and inclusive parliamentary workplaces.

#### **Members of Parliament Staff**

To provide advice and recommendations to the PAG regarding the workplace experience, rights, and conditions of Members of Parliament staff (MoPs), to create a more empowered workforce and safer workplace.

#### **Members of Parliament and Culture**

To provide advice and recommendations to PAG regarding cultural and behavioural change among members of parliament, and procedural reforms, to foster respectful, inclusive and safe parliamentary workplaces.

## **ACHIEVEMENTS**

Since it was re-established, here are some of the ways they have contributed or been involved:

**Broderick Review implementation:** Advised on the Parliament's actions to implement key recommendations of the Broderick Review, including by providing extensive feedback on the draft Prevention of Bullying, Harassment and Sexual Harassment Policy, developing six practical communication principles for the policy's implementation, and recommendations to increase participation in the RISE training.

**Independent Complaints Officer:** Made a submission to the Legislative Council Privileges Committee and wrote to the Legislative Assembly Parliamentary Privilege and Ethics Committee regarding their respective reviews of the Independent Complaints Officer

**Direct engagement:** Engaged with representatives of political parties to encourage participation in RISE training, and with key stakeholders in the broader parliamentary community (unions, the press gallery and security) regarding implementation of the Broderick Review and the Prevention of Bullying, Harassment and Sexual Harassment Policy in particular.

**RISE training:** Participated in RISE training to provide feedback on the training and lift capability within the group.

**LGBTQIA+ Taskforce:** Assisted in the establishment of the Parliament's LGBTQIA+ Taskforce and will continue to provide support.

## **CURRENT PAG MEMBERS**

**Dr Juliet Bourke** – Independent Chair (external to parliament)

**Jeannie Douglass** – Department of Parliamentary Services staff representative

**Patrick Glynn** – Department of Legislative Assembly staff representative

**Jenny Leong MP** – Legislative Assembly crossbench member representative

**Hon. Aileen MacDonald MLC** – Legislative Council opposition member representative

**Suzette Meade** – Electorate Office metro representative



**Parliamentary Executive Group (PEG):** Met with PEG twice and established a good working relationship, providing advice both proactively and when requested.

## OBSERVATIONS

**Visible commitment:** There is a visible commitment across the Parliament's leadership (including the PEG, party leaders and departmental leaders) to enhance workplace culture, to prevent misconduct and to respond more effectively when it does occur. There is also visible support for the LGBTQIA+ community, which was identified as a particularly at-risk group in the Broderick Review.

**Formal reviews:** There is ongoing work to improve culture and address member conduct through the LA and LC inquiries.

**Setting expectations and building capability:** The development and deployment of RISE training is a fundamental step in changing the culture of parliamentary workplaces.

**Continued challenges to address behaviour:** Despite significant effort and much progress, PAG has observed and been advised that the problem of poor behaviour in parliamentary workplaces persists. Disappointingly, the

PAG notes that as of 12 June 2024, only six per cent of members of parliament had participated in RISE training.

**Improving systems for response:** While channels to make a complaint have improved, the PAG is aware that there is still a lower level of reporting than actual prevalence. It is important that the parliament work even harder to build credibility, trust, and confidence in complaint handling systems.

**Broader focus:** The Broderick Review paid particular attention to at risk groups in the parliamentary community.

While there has been positive and visible support for the LGBTQIA+ community, it will be important to broaden the focus to engage more visibly with First Nations people, culturally and linguistically diverse groups and people with disability.

There is an ongoing need to engage effectively with vulnerable groups in parliamentary workplaces, such as cleaners and caterers, and to adjust communication strategies to reflect audience needs.

There is also a need to engage more deeply with stakeholders such as unions, the press gallery, and special constables, to better recognise them as part of the parliamentary community.

**Hon. Bob Nanva MLC** –  
Legislative Council government  
member representative

**Geoff Provest MP** –  
Legislative Assembly opposition  
member representative

**Flax Soetjandra** –  
LGBTQIA+ representative

**Colleen Symington** – Member  
of Parliament's staff representative

**Liesl Tesch MP** – Commonwealth  
Women Parliamentarians and  
disability representative

**Merrin Thompson** – Department  
of Legislative Council staff  
representative

**Peta Waller-Bryant** –  
Ministerial staff representative

**Anna Watson MP** –  
Legislative Assembly government  
member representative

**Hon Leslie Williams MP** –  
Former Chairperson

# Our People

## WAGE AND SALARY MOVEMENTS

In line with agreed salary increases in the NSW public sector, an increase of 4 per cent from the first full pay period after 1 July 2023 was applied to salaries for staff covered by the:

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

Due to changes to the Statutory and Other Offices Remuneration Tribunal (SOORT) Regulation and the Government's temporary wages policy, the SOORT – Public Service Senior Executive determination 2023 was that there would be no increase to the minimum and maximum of the remuneration package ranges for Bands 1 to 4. Legislated increases to superannuation were incorporated into Senior Executive TRP ranges.

Similarly, the SOORT - Public Office Holders Group determination 2023 was for no increase to the salaries payable to office holders in the Public Office Holders Group.

Remuneration level of substantive position 2023	Total staff (men, women, unspecified)			Men			Women			Unspecified gender		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
\$0 – \$45,800	0	3	0	0	0	0	0	3	0	0	0	0
\$45,800 – \$58,440	10	13	6	7	9	6	3	4	0	0	0	0
\$58,440 – \$68,929	18	21	17	2	4	3	16	17	14	0	0	0
\$68,929 – \$83,935	37	37	22	13	17	10	24	20	12	0	0	0
\$83,935 – \$108,373	52	76	91	22	25	45	30	51	46	0	0	0
\$108,373 – \$135,045	85	127	114	42	60	58	43	67	56	0	0	0
\$135,045 > (Non SES)	46	51	52	14	21	19	32 <sup>^</sup>	30	33 <sup>^</sup>	0	0	0
\$135,045 > (SES)	5	6	7	2	2	5	3	4	2	0	0	0
<b>Total</b>	<b>253</b>	<b>334</b>	<b>309</b>	<b>102</b>	<b>138</b>	<b>146</b>	<b>151</b>	<b>196</b>	<b>163</b>	<b>0</b>	<b>0</b>	<b>0</b>

# Note ^ 16 of the 33 women are Hansard reporters who receive an all-incidence allowance. 11 of the 33 women are at senior manager level or above.

Remuneration level of substantive position	Aboriginal and Torres Strait Islanders			People whose language first spoken as a child was not English			People with disability			People with disability requiring work-related adjustment		
	2022	2023	2024	2022	2023	2024	2022	2023	2024	2022	2023	2024
\$0 – \$45,800	1	1	0	0	0	0	0	0	0	0	2	0
\$45,800 – \$58,440	0	0	0	4	6	4	1	1	2	0	0	0
\$58,440 – \$68,929	0	0	0	11	12	9	0	0	0	0	0	0
\$68,929 – \$83,935	1	1	0	16	13	10	1	1	0	1	2	0
\$83,935 – \$108,373	0	0	1	15	23	29	0	1	2	0	0	2
\$108,373 – \$135,045	2	2	1	21	32	24	0	0	1	0	0	0
\$135,045 > (Non SES)	0	0	1	5	7	7	0	0	1	0	0	0
\$135,045 > (SES)	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>4</b>	<b>4</b>	<b>3</b>	<b>72</b>	<b>93</b>	<b>83</b>	<b>2</b>	<b>3</b>	<b>6</b>	<b>1</b>	<b>4</b>	<b>2</b>

## DISABILITY INCLUSION ACTION PLAN

### The NSW Parliament's Disability Inclusion Action Plan for 2022-2024 includes four key goals:

- 1 Developing positive community attitudes and behaviours
- 2 Creating liveable communities
- 3 Supporting access to meaningful employment
- 4 Improving access to mainstream services through better systems and processes.

A new Disability Inclusion Consultative Group has been established for the 58<sup>th</sup> Parliament. This group has met three (3) times to work on new initiatives, including:

- Trial of live captioning for DIAP events and meetings.
- Increase in raising awareness and DIAP campaigns (e.g. Loud Shirt Day).
- Additional training provisionally planned for 2024 (Bus Stop Films, Let's Talk Disability).

Work is well underway on updating and improving the current DIAP.

In the 2023-2024 period three major events were held to reinforce and educate those working within the parliamentary precinct:

- Loud Shirt Day (20 October 2023)
- International Day of People with Disability (4 December 2023)
- World Down Syndrome Day (21 March 2024)

### IMPROVING ACCESS

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

- To provide accessibility to wheelchair users, alterations were made to the original chamber table and doors within the chamber were automated
- All new kitchenettes at Parliament are accessible
- All new workstations at Parliament and electorate offices are height adjustable
- Every refurbished or new electorate office has an accessible reception and accessible bathroom.

## DAY IN OUR SHOES PROGRAM

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

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

In 2023-2024 we arranged nine placements, across the following teams:

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

Following the program's success, it will be continued into the new financial year; and as a means of valued employees being able to broaden their knowledge of how Parliament services work, understand the work individual teams do, explore alternative career paths, and form lasting connections.

## WORK HEALTH AND SAFETY

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

Policies, processes, and systems are constantly reviewed by management and staff for improved outcomes, and the Parliament has a Work Health and Safety Committee which meets quarterly.

Craig Wheeler, Acting/Senior Manager Human Services and staff representatives, Susan Chant (WHS Committee Chair), Sallyanne Brown and Joshua Pedavoli represent the Department.

The Parliament (including the Department) has undertaken significant work over the past 12 months in relation to identifying and eliminating, or minimising the hazards associated with psychosocial work health and safety risks. This is part of the implementation of the recommendations made in the Independent Review of Bullying, Sexual Harassment and Sexual Misconduct in NSW Parliamentary Workplaces, released in August 2022.

A comprehensive implementation plan is now underway across the parliament to action the report's recommendations.

Overall, there were 36 reported WHS incidents, 32 near misses/hazards, seven strains and overuse injuries, 20 slips/trip/falls, three psychological incidents, 14 hitting objects with part of the body incidents, two body stressing injuries, 11 lost time injuries and 11 other. These figures include electorate offices and incidents reported by principal contractors and contractors working on the critical maintenance project.

The incidents were reported for the information of the Parliament, with corrective actions implemented by the involved principal contractors or contractor in accordance with their site work health and safety management plan. While the principal contractors manage the sites during the ongoing construction, the Department has engaged a full-time site safety officer within the Capital Works team who oversees the safety of contractors during construction.

A collaborative response to incidents reported and lodged in the e-reporting system (SolvSafety) allowed incidents to be quickly resolved with the necessary first aid, support and/or workplace modifications.

Department	Incidents	Near miss and hazards	Strains and Overuse	Slips, trips and falls	Psychological	Hitting objects with a part of the body	Body stressing	Lost time**	Other
Department of Parliamentary Services*	24	23	5	7	1	8	0	7	6
Legislative Council	3	1	0	1	0	2	0	0	0
Legislative Assembly	3	8	2	11	2	1	2	4	3
Visitors/ Non-employees	6	0	0	1	0	3	0	0	2
<b>TOTAL</b>	<b>36</b>	<b>32</b>	<b>7</b>	<b>20</b>	<b>3</b>	<b>14</b>	<b>2</b>	<b>11</b>	<b>11</b>

Note: \* This figure includes incidents reported by the principal contractors completing critical maintenance works at Parliament House.

Note: 'Strains' includes manual handling incidents. 'Other' includes all other incidents not categorised.

Note: \*\* This figure relates to workers compensation claims where work time has been lost.



## STAR AWARD RECIPIENTS

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

### Excellence Champion

ROD PUMPA and  
ELISABETH DEMERY

Workplace support

For their role in the establishment of the Mental Health First Aid Network.

Short-listed finalists: Lyndall Smith (Capital Works Strategy and Delivery), Vanessa Schlenert (Hansard), Amy Edwards and Patrick Vasquez (Audiovisual Broadcast Services), Taylah Ribarovski (Communications, Education and Engagement), Michelle Bartolo (Human Services) and Hanaan El Bacha (Members' Entitlements).

### Innovation Champion

DAN MONTOYA, TOM GOTSIS  
and DAMIAN GILYANA

Research Service

For their development of new dashboards that provide data about important housing, education and other indicators by electorate presenting more engaging information.

Short-listed finalists: Susan Walton, Amanda Hovey, Donna Campbell, Cristy Gelling (Library Research team), Deborah Bennett, Victoria Vaughan-Smith and Flax Soetjandra (Library), Taylah Ribarovski, Stacy Thomas, Ingrid Lane (Communications, Education and Engagement), Sunaira Barkat (Education) and Mary Coxon (Governance, Planning and Performance).

### Service Champion

XANTHE KERR

Capital Works Strategy and Delivery

For displaying a comprehensive understanding of stakeholders and their priorities, needs and expectations.

Short-listed finalists: Jo Lim (Corporate Services), IT Service Desk, Karl Alarab (Catering), Binny Simon (Catering) and Hanaan El Bacha (Members' Entitlements).

### Collaboration Champion

SOFIA AIFANDI

Hansard

For going above and beyond supporting a team in the library, taking over the complicated process of raising a purchase order.

Short-listed finalists: Frank Yi, Michelle Bartolo, Taylor Jones, Salena Zhang, Kirsty Eggmolesse, Kevin Cui, Paul Brock (SAP Project Group), Stephen Smith (IT Services), Sunny Modi (Audiovisual Broadcast Services secondment), Gayle Marshall (Capital Works Strategy and Delivery), Cathy Shu (Payroll) and Rod Pump and Elisabeth Demery (Workplace Support).

### Integrity Champion

CHRISTINE THAI

Digital Transformation

For building relationships and streamlining some of the ways the Department and the Legislative Council can work toward better improvements, through change management and communications.

Short-listed finalists: Kelly McFadyen (Corporate Services)

### Rising Star Champion

TAYLOR JONES

Recruitment and Training

For always acting with honesty and courage and taking ownership of the learnings and successes.

Short-listed finalists: Belinda Borgefjord (Capital Works Strategy and Delivery).

### Shining Star Champion

LYNDALL SMITH

Capital Works Strategy and Delivery

For being a shining example of displaying all the Department's values, fostering a culture that consistently encourages others to follow her lead.

Short-listed finalists: Mark Wongcharoen (Catering), Xanthe Kerr (Capital Works Strategy and Delivery) and Melinda McIntyre (Office of the Chief Executive).

### Constellation Champion Team

AUDIOVISUAL BROADCAST  
SERVICES

For their outstanding service to the NSW Parliament, delivering a seamless broadcast of three committee hearings which incorporated an AUSLAN translation picture in picture (PiP).

Short-listed finalists: Governance, Planning and Performance, Client Services and Collections, Pride@Parliament, IT Services, IT Service Desk, Parliamentary Accounting and Accounts Services and Systems.



## PARLIAMENTARY SERVICE AWARD RECIPIENTS

The Parliamentary Service Awards are held annually to recognise the loyalty, long service, and dedication of staff across the three parliamentary departments. In the past financial year, 11 long-serving Department staff members were recognised for achieving significant milestones in their careers. Carlos Andrade and Espa Klonaris both celebrated 35 years of service at the NSW Parliament.

35 years

**Carlos Andrade**  
Parliamentary Catering

**Espa Klonaris**  
Property Services

30 years

**Mark Sheehan**  
Audiovisual and  
Broadcast Services

25 years

**David Auert**  
Property Services

20 years

**Isidora Pareja**  
Parliamentary Catering

15 years

**Miguel Romero**  
Property Services

10 years

**Hanaan El-Bacha**  
Members' Entitlements

**Sunny Modi**  
Parliamentary Catering

**Tina Saad**  
Property Services

**Binny Simon**  
Parliamentary Catering

**Ralph Ewen**  
Security and Support Services

## PEOPLE MATTER EMPLOYEE SURVEY

In 2023, 285 people working in the Department of Parliamentary Services participated in the People Matter Employee Survey.

This was the largest number of people to have ever completed the survey for the Department, although there was a drop in the response rate from 91 per cent in 2022 to 84 per cent in 2023. In 2023 there was also a concerted effort to engage with and encourage colleagues to complete the survey and 'have their say'. This included PMES messaging on television screens in each work area; and enlisting the support of individual branch 'champions' able to drive participation, answer queries and promote a culture of safe, inclusive and respectful workplaces.

Of those responses received, PMES results for the Department remain high, particularly for the topics of ethics and values (overall score 83 per cent positive), risk and innovation (77 per cent) and job purpose and enrichment (76 per cent).

Despite these positive results, scores on many topics declined between 2022 and 2023. The topics where there was the greatest decline were action on survey results (from 69 per cent positive to 60 per cent positive), flexible working (from 82 per cent to 77 per cent), job satisfaction (from 80 per cent to 74 per cent) and decision making and accountability (from 68 per cent to 63 per cent). Much of this can be attributed to post-pandemic working arrangements, organisational change, and a new emphasis on people being able to 'speak up' with 'no wrong door'.

More recently also the Department made an 'online suggestion box' mechanism available, and as a means of capturing employee experience ideas in real time. These comments, along with those received in exit surveys and interviews are also being considered and acted upon; and as a proactive means of addressing areas where scores have declined.

For the first time PMES survey completion was open to individual branches and larger teams. This enabled discussions within teams about their results and the development of local action plans that addressed specific issues.

In addition, the Department conducted five post-survey workshops that were open to all staff and focused on addressing priority areas for action. Workshops discussed issues relating to:

- the role of the executive and managers in leading and supporting people and the organisation
- removing barriers to ensure everyone has a positive workplace experience
- managing stress
- staying accountable to each other
- managing change.

These workshops identified many actions for improvement that are being implemented across the whole of DPS as well as within local teams. Quick and longer-term wins are being communicated widely, and a network of local champions has been established to support these changes.

## QUESTIONS

2023 highest favourable scores

**95%** *'I understand what ethical behaviour means within my workplace'*

**91%** *'I support my organisation's values'*

**86%** *'I am comfortable notifying my manager if I become aware of any risks at work'*

**86%** *'I would know how to report unethical behaviour if I became aware of it'*

**84%** *'I would know how to report unethical behaviour if I became aware of it'*

## TOPIC AREAS

2023 highest favourable scores

**83%** Ethics + Values

**78%** Health + Safety

**77%** Risk + Innovation

**77%** Flexible Working

**76%** Job purpose + enrichment

# Parliament's Strategic Priorities

2023-2027

- 1 Encouraging participation in the peoples' parliament
- 2 Enabling members to fulfil their parliamentary responsibilities
- 3 Enhancing workforce capability: people, values, and culture
- 4 Upholding the independence of a strong and effective parliament
- 5 Modernising of the parliament

## PARLIAMENTARY PRIORITY 1

### Encouraging participation in the peoples' parliament

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

#### DPS OBJECTIVES

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

#### Preserving our history

The Rum Hospital restoration project, part of the critical maintenance works program, was successfully completed ahead of schedule. It carefully preserved one of the oldest public buildings in Australia. The project addressed the restoration of heritage fabric and materials, removal of intrusive elements as noted in the conservation management plan, raising floor levels to create true and level flooring throughout, removal of false ceilings and reinstatement of original room proportions, remediation of dilapidated fabric and water ingress, replacement of



end-of-life finishes, and upgrade of mechanical services including lighting and air-conditioning.

#### Time to dine

The Public Café underwent a renovation for the first time in over 40 years. The work addressed non-compliance with current work health and safety, inefficient equipment, food hygiene, and improvements in customer service in both the Public Café and adjoining Strangers' Restaurant.

#### Research and data

Promotion of research papers and data briefs released on the Parliament's website through social media to facilitate engagement with the NSW public.

#### New-look façade

The facades restoration project addressed the deteriorated structural elements, remediation, repair, and replacement of damaged elements, and incorporation and enhancement of lighting technology. This also included a change to the exterior colour scheme of the Macquarie St buildings to accentuate the links between the Rum Hospital building and the Mint.

#### Streaming proceedings

Provision of high-quality public streaming of parliamentary proceedings and special events by Audiovisual and Broadcast Services.

#### Warm welcome

Reception desk modifications fixed height workstations. They were replaced with ergonomic sit-to-stand workstations to provide an equitable working environment for staff to better engage with the public, and the counter desk shells were restored and underwent French polishing.

#### Creating more content

The Research Service published videos of subject matter expert talks on the website for public viewing.

#### Native garden

The Macquarie Street forecourt garden was upgraded as part of the final phase of the façade restoration project. Careful consideration was undertaken to select native species including those indigenous to NSW. It incorporates grass trees, adding a uniquely distinctive touch to the overall design.

#### Cultural experience

An event was held at NSW Parliament House where chef and Indigiearth founder, Sharon Winsor provided a five-course indigenous-themed dinner, curated as a journey through culture and food.

#### Timely and impartial

Hansard published the proceedings of the NSW Parliament and its committees, providing the public with a timely, impartial, and accurate report that may be read by anyone online. The team was thrilled to move back to its historic home in the Rum Hospital in April.

#### Civics education

The Education and Engagement unit supports educators teaching civics



Reception desk.

**122 sessions of school programs, engaging**

**11,983 students and teachers**

**33 free public programs involving 4870 members of the public**

**7771 restaurant visitors**

**2163 high tea diners**

**2131 maintenance requests resolved**

**6 displays produced for Sydney Open and the reactivation of the Rum Hospital**

**Won the interiors and objects category for the Parliament of NSW chambers restoration project at the National Trust of Australia (NSW) Heritage Awards**

education, with a focus on the parliament and democracy in NSW. The unit delivered free professional development courses to 117 teachers this fiscal year, including stage 3 (Years 5-6) primary teachers, secondary commerce, and secondary legal studies teachers, with 60 per cent of teachers in attendance from regional schools.

#### **Librarians gather**

The Parliamentary Library team hosted the annual Australasian Parliamentary Libraries Association Conference in February. The conference, while hybrid, saw librarians from all Australian state and territory parliaments, the Commonwealth Parliament and New Zealand Parliament attend. Topics included libraries and artificial intelligence, client engagement, data visualisation and mapping, copyright, research, and historic collections.

#### **Accessibility focus**

Provision of live captioning services for all chamber and committee broadcasts and the incorporation of Auslan translation Picture in Picture (PiP) by Audiovisual and Broadcast Services.

#### **Welcoming space**

The Parliament of NSW is a welcoming space for community involvement, a thriving home for democracy, a place to showcase our culture and celebrate our state. Parliament has seen a marked increase in engagement with Aboriginal communities through targeted events and communications.

#### **History digitised**

Hansard continues to digitise historic Hansard to allow for full functionality and use on the Parliament website, now with over 70 per cent of historic Hansard fully searchable online.

#### **Public access enabled**

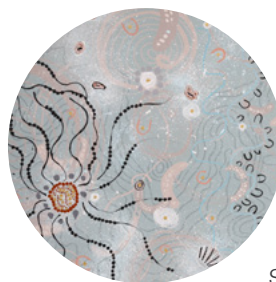
The PIMS program delivered the capability for the Legislative Council Regulation Committee to manage and publish information for the expanded committee duties as resolved by the House. Additionally, the project provided functionality and a public interface for managing the disallowable instruments by both the Legislative Council and Legislative Assembly. These websites allow citizens to easily find committee outputs and disallowable instruments.

#### **Ethical and inclusive**

The Governance, Planning and Performing procurement policy enhancement program is providing a significant update to include key ethical and inclusive topics such as digital accessibility standards, modern slavery risks, First Nations, and social procurement. These updates ensure our procurement processes are safe, ethical, and inclusive.

#### **Art acquisition**

In April the Aboriginal Engagement team drove the successful acquisition of a piece of artwork from the Boomalli exhibition. Sydney Cove, by First Nations artist Debra Beale, to commemorate 25 years of the Reconciliation Wall at NSW Parliament House. The acquisition provided increased representation among Aboriginal artists within the parliament collection and provided an



ongoing connection to the significant commemorative moment with Boomalli Aboriginal Artists Co-Operative.

#### **Insightful opportunities**

Senior managers participated in rotation or shadowing between Information Technology and Digital Transformation to foster cross-departmental understanding.

#### **Record visitation**

The civics education programs performed strongly, with a record 16,853 students, teachers, and members of the public participating in programs and events coordinated by the Communications, Engagement and Education team.

#### **Gift shop range**

During NAIDOC Week 2024, we enhanced our gift shop range with First Nations-inspired products. They incorporated our cultural asset, Our Colours of Country, designed by Wallula Bethell Munro, a proud Gumbaynggirr/Gamilaroi woman. Items included gift boxes with indigenous wines and tea towels.



#### **Festival fun**

Communications, Engagement and Education organised parliament open days to encourage NSW families to visit and learn about their legislature.

**1270** people attended the Festival of Democracy, a family open day held in April, with 81 per cent having never attended an event at parliament before

## PARLIAMENTARY PRIORITY 1

### Asset refresh

The information and communication technology asset replacement program ensures that devices provided to members and staff are of a modern standard. Asset replacement in 2024 included new printers for members and electorate offices and updated laptops to corporate staff.

### Collaboration openly

Research papers were added to the Analysis and Policy Observatory website, an open access evidence platform, which enables collaboration with external researchers, policy analysts and academics.

### History focus

Communications, Engagement and Education delivered the Parliament's two partnership programs – History Week and Sydney Open. These events helped leverage the history of the parliamentary precinct to raise awareness of our democratic institution.

### Enabling outreach

Audiovisual and Broadcast Services supported the Education team through the provision of audiovisual technology to enable online school outreach programs.

### Bicentenary support

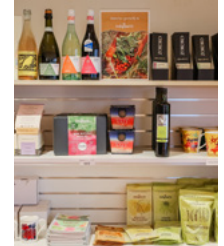
In the Legislative Council's big birthday year, several teams worked closely to promote or help set up for key events, initiatives, and online information, driving engagement with the parliament. The Media and Communications team assisted with online content, media coverage and community engagement, landing positive coverage in regional and national news.

### Gathering minds

DPS staff were selected to attend the Parliamentary Professional Services Network conference in Wellington to discuss services, marketing, community engagement and strategies.

### Gift shop

The gift shop range has been enhanced, reflecting more of the region's farmers, craftspeople, and the indigenous community.



### Posting to socials

Hansard has been featured in social media posts to drive public engagement.

### Project alignment

Digital Transformation and Information Technology are involved in various projects with overlapping interests. They held monthly collaboration meetings to ensure alignment and effective coordination between them. This helps create a more integrated and agile organisation, capable of addressing complex challenges and achieving its goals more effectively.

**62,315**  
guests attended  
1332 functions  
hosted at nsw  
Parliament  
House.



### Recipe for success

Parliamentary Catering launched the high tea and tour package, in collaboration with the chamber support tour guides, which had more than 250 attendees since its launch in March 2024. Guests experienced a tour of the chambers prior to enjoying the NSW Parliament's renowned high tea. The Communications and Media team produced digital and printed publications for catering that utilise the new branding.

### Flexible working enabled

The IT Services team provided members with new remote working solutions. Intune and Azure Virtual Desktop Infrastructure allow members and staff to work more flexibly from anywhere at any time.

### Stronger relationships

The Aboriginal Engagement team has enabled the House departments to forge stronger relationships with community, specifically around the work of committees and their engagement with relevant Aboriginal communities.



### Idea sharing

The Property team established and met twice with a Parliamentary Professional Services Network building and facilities sub-network. They shared ideas and supported one another across the six states and territories and New Zealand.

### NESA accredited

The Education and Engagement unit successfully applied to become a NSW Education Standards Authority (NESA) accredited professional development training provider for legal studies teachers. Teachers who undertake NSW accredited training can put the hours completed towards the mandatory training needed to continue practicing as a teacher in NSW, further reinforcing the parliament's reputation as a source of high-quality civics education. The first workshop was delivered in May, with 30 teachers participating from more than 20 schools.

### Mobile viewing

The Audiovisual and Broadcast Services team deployed updated live streaming pages to enable parliamentary proceedings to be viewed seamlessly on mobile devices. This enables the people of NSW to consume broadcasts on their preferred device, enhancing accessibility.

### Take a tour

The Communications and Media team's work in collaboration with the Legislative Assembly and Legislative Council to promote tours to both public and school audiences. This included social media advertising, school outreach and development of print and digital assets to promote tour offerings. In the 2023/2024 financial year, the parliament welcomed more than 23,638 visitors, surpassing our previous benchmark year (2018/19), including school students, public tour attendees and visitors to NSW Parliament House.

### Tasman teamwork

The Parliamentary Catering team assisted their colleagues at New Zealand Parliament to plan for the establishment of an in-house catering team, much like

ours at the Parliament of NSW. This involved information sharing, support, and advice.

### Online audience

In 2024 we began livestreaming more events online, broadening attendance from people across NSW. The capacity for in-person events is capped at around 100 people due to heritage limitations of venues, while there is no cap on how many people can watch online. For our last event with Professor Anne Twomey, over 300 people booked tickets for the livestream – 100 attended online plus 60 in person.

### Streamlining tech planning

Enterprise architecture capability was established to optimise technology planning, analysis, and benefits realisation.

### Engaging others

The Media and Communications team visited Canberra to meet with the communications, engagement, education, and visitor experience teams at the Federal Parliament to learn more about their work. Several new collaborative campaigns were launched online with Queensland Parliament, using events like the State of Origin to examine differences between the democratic systems, resulting in great engagement from the public.

### Meeting of minds

Human Services representatives attended the 2024



Commonwealth Parliamentary Association Conference, the world's largest international parliamentary gathering to share best practice, forge connections, and continue to work together to uphold and further parliamentary democracy.

### Creating connections

The Aboriginal Engagement team has utilised opportunities including the bicentenary of the Legislative Council to create connections. This has created closer working relationships with NSW Aboriginal artists, the Metro Aboriginal Land Council, the La Perouse Local Aboriginal Land Council and community, and the Wiradjuri elders.

## PARLIAMENTARY PRIORITY 2

### Enabling members to fulfil their parliamentary responsibilities

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

#### DPS OBJECTIVES

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

#### What matters most

The Research Service published research papers about issues of relevance to all of parliament, including no grounds evictions laws, how the NSW planning system works, protest law, industrial manslaughter laws, privatisation, single-use plastic product bans, Petroleum Expert Permit 11 (PEP 11).

#### Accuracy on point

Hansard works closely with members, Member's staff, and House Department staff to ensure the accuracy of the official report by providing editorial guidance, urgent extracts, and fact-finding assistance.

#### Robust system

The PIMS program is implementing and enhancing a Software-as-a-Service (SaaS) platform for managing parliamentary information, providing a robust, efficient, and effective system that enhances the ability to manage, lead, and make informed decisions.

#### Engaging the experts

The Research Service supported the work of committees through the engagement of subject matter experts, particularly the Legislative Council Privileges Committee inquiry into Provisions of the Parliamentary Evidence Act 1901.

#### Streamlining record keeping

The Digital Transformation adoption project streamlined and simplified how members and staff manage their documents.

#### Self-service

The SAP project aims to enhance the self-service features in the new ERP system, facilitating a smoother and more efficient leave and timesheet approval process.

#### School resources

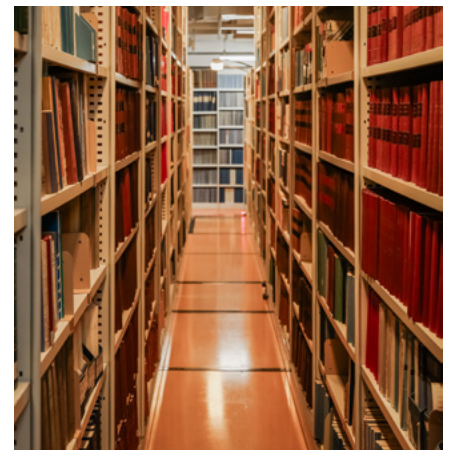
The Electorate Liaison and Outreach Coordinator provided members with school resources including posters, presentations, activity books and bookmarks, filled with information about the parliament and legislative process.

#### Major uplift

The Lift Replacement Program is a three-year program of work to address ageing infrastructure. The lifts urgently require replacement or upgrade, as most of the lift components are over 44 years old and are prone to breakdowns. The lifts are a major part of parliament's essential infrastructure, ensuring that members can get to the chambers in time during divisions. Lift failure may cause disruptions to parliamentary business and the passing of legislation. Each lift that has been upgraded has improved the reliability and anecdotal evidence indicates travel time has been cut in half.

#### Electorate office fit out

As part of the ongoing Electorate Office Fit Out Program, six electorate offices underwent compliant refurbishments/relocations, including Leppington, Macquarie Fields, Oxley, Holsworthy, Kellyville, and Strathfield.



### 744 Library Loans

# 9248

## Parliament on Demand clips were created by members and their staff

### Good food

The Catering team go above and beyond to find suitable and price-conscious food and beverage options that enable a healthy, fast serve menu offering, buffet nights each sitting Tuesday or Wednesday, along with members' specials each sitting Wednesday.





### Updating the community

Members' Entitlements continued to release updated guidelines throughout the year for members. This also included reminder advice circulars.

### Search away

LibSearch has been described as "Google for the library". The service provides a single search portal for all library materials, including the parliamentary library catalogue, subscription databases, electronic journal titles, news clippings and media releases. It will find books, eBooks, peer reviewed articles, media releases, news clippings, government publications, journals and more.

### Engaging community

The Aboriginal Engagement team visited the South Coast with the Legislative Council's inquiry into the commencement of the Fisheries Management Amendment Act to assist the committee with engagement of Aboriginal community groups. Feedback received indicated the team's presence and connection with community made a significant difference to both the number of witnesses who came forward and to the testimonies they offered.

### Mods for members

Several Level 11 modifications to member's offices were completed during parliament recesses to limit inconvenience to members and their staff.



### Viewing remotely

Videoconferencing services have been made available for committees to allow members and witnesses to appear remotely.

### Checking information

Members' Entitlements supported Parliament's audits both internal and by the Audit Office of NSW.

### Enabling others

The Audiovisual and Broadcast Services team operates audio recording systems to enable Hansard to transcribe parliamentary debates remotely.

### Bills Assist

The online tool, Bills Assist, provides a one-page compilation of background material on upcoming bills, including general information, relevant documents that were referred to in the second reading speech, legislation, media, and relevant comparative legislation and information from other Australian jurisdictions. The guide has been designed by the Parliamentary Library to save members and staff valuable time. The guide is available soon after the second reading speech.

### Continue learning

Several development series sessions were offered to Members of Parliament throughout the year. Topics including "sur-thriving life as a parliamentary member" and "people management 101 for people leaders". There were also sessions with partnering agencies including the NSW Ombudsman, Cybersecurity NSW, NSW Auditor General, NSW Privacy Commissioner, and the NSW Electoral Commission.

### Locally grown

NSW-only wine list encourages members to support the farmers and growers from their electorates.

### Timing debates

The Audiovisual and Broadcast Services team managed the debate timer systems in the chambers and committee spaces.



### Joining forces

The Governance, Planning and Performance project management office supported the executive to deliver the minor works capital projects program in collaboration with the two Houses and members to complete joint priority projects.

### Welcome aboard

In support of learning and development, the Parliament House facilities and electorate office services inductions were provided to 10 separate groups of new staff and members.

### Parliament on Demand

The running of Parliament on Demand to enable members to access recordings of sittings and committees.

### Social media packs

The Communications, Engagement and Education branch provided Members of Parliament with media and social media packs to share parliamentary news and updates with their communities.

### Service focus

Business Performance and Risk developed the customer service strategy to drive customer satisfaction and ensure a collaborative customer experience approach to the parliamentary community and the citizens of NSW. The strategy delivered key policy supports including a service guide and service portal.

### Important review

The workplace relations and support team continue to support members and their staff. Significant work on reviewing the Members Staff Conditions of Employment progressed to ensure a safe and effective employment framework and conditions for staff supporting members.

**18,100** member claims assessed and processed

**190** SAP training sessions provided

## PARLIAMENTARY PRIORITY 3

### Enhancing workforce capability: people, values, and culture

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

#### DPS OBJECTIVES

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

**1458**  
information  
parliamentary  
library requests

25 media releases issued for events, open days, exhibitions and restoration work

5,492,498 kwh electrical consumption

32,503 kl water consumption

1178 cyber related incidents reported

#### Learning opportunities

The Research Service held two events following the release of research papers, providing learning opportunities for those who attended.

#### Balancing work and life

The ongoing hybrid working model has enabled staff to maintain a work-life balance through working from home, at a regional location or in the office. The team currently operates on a flexible working model of three working days in the office and two working days remotely each week.

#### Self-service portal

IT Services implemented a new cloud-based service management tool for both them and the Electorate Office services team. This platform offers improved integration with other systems and features a self-service portal, allowing members and staff to easily log requests. Additionally, users will benefit from enhanced request tracking and reporting capabilities.

#### Strong safety culture

A strong safety culture is demonstrated by the Capital Works, Strategy and Delivery team through the regular sharing of SafeWork NSW safety updates, bulletins, and newsletters with contractors. This promotes open communication and knowledge exchange and assists with keeping contractors up to date on industry developments, opportunities for training and new SafeWork NSW initiatives. The on-site safety assurance activities help ensure compliance with best practice safety standards and the work health and safety elements of the contract, providing opportunities to have conversations about the expected safety standard with the contractors site supervisor.

#### Detailed analysis

The Research Service supported use of the People Matters Employee Survey results by undertaking detailed analysis of results, preparing presentations of the results for the executive and staff, and assisting teams to understand their individual results.

#### Culture celebrated

The acquisition for commercial use of parliament's cultural asset, Our Colours of Country, designed by Wallula Bethell Munro has allowed the parliamentary catering team to begin using it on a variety of new items available for purchase in the gift shop.



#### Accessible for all

Communications, Engagement and Education are working with Autism Spectrum Australia (ASPECT) to ensure the Parliament of NSW is an accessible and welcoming place for people on the autism spectrum. As part of this work, they commissioned ASPECT to conduct a formal assessment of the visitor experience at the Parliament of NSW.

#### Strong leaders

Staff participated in the Great Manager's Academy and Springboard courses.

#### Experience matters

The Capital Works, Strategy and Delivery team comprises staff with expertise in construction, project management, heritage conservation, architecture, professional writing, finance, and stakeholder management. Opportunities have been provided to individuals to further develop their skills through team training and development days and targeted learning.

#### Service please

The Parliamentary Library implemented a new request management system. Refracker enables staff to monitor their requests and communicate in a timely manner. The system also enables multiple staff members to work on the same request simultaneously.

#### Cultural awareness

The Aboriginal Engagement team and Legislative Council staff completed the Charles Sturt University, cultural awareness journey e-learning and

# 440

## major system changes reviewed and implemented

attended an on country cultural immersion session with the Wiradjuri Elders Central Hub during the Bathurst regional roadshow.

### Training offerings

A total of 52 RISE (Respect, Inclusion, Safety, and Effectiveness) training sessions were offered. The sessions saw 470 people learn about acceptable workplace behaviour, diversity and inclusion, and trauma-informed complaints handling.

### Treasured time

Treasures Uncovered, a series of presentations to highlight the more interesting library material formed the centrepiece of material were held in August, September, and October.

### Intelligent system

The pilot of an artificial intelligence-enabled collaboration and employee engagement platform in the Digital Transformation team is helping create a more cohesive and efficient team environment.

### Walk in my shoes

The Day in Our Shoes Program enabled the Capital Works, Strategy and Delivery team to host a staff member from another team to experience life in a different working environment. They also had one of their team join another Department team to gain insights into how they operate.

### Audit and review

A full audit and review of our liquor licence boundaries by the Office of Liquor and Gaming was carried out to ensure full compliance with The Liquor Act, 2007.

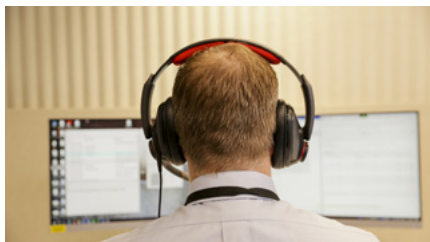


### Community groups welcome

Organising and delivering bespoke programs for community groups upon request is something the Communications, Engagement and Education branch welcomes. In March, our educators hosted 25 students from Stewart House who participated in a tour and seminar, as well as an afternoon tea with their local members.

### New starter training

The Hansard training officer runs an intensive training program for new staff and develops the skills of existing staff through continuous learning. A subeditor training program has also been developed for the first time in Hansard's history, which is used to refresh and reinforce the skills of existing subeditors.



### Ethical and inclusive

The Governance, Planning and Performance procurement policy enhancement program is providing a significant update to include key ethical and inclusive topics. Additional tools have been added to the intranet to aid staff to conduct ethical and value for money procurement. Five procurement guides have been released which outline step-by-step procurement procedures. And additional information guides have

been shared to enable staff to understand insurance processes and the coverage held.

### Modern solutions

The introduction of Microsoft InTune and Azure Virtual Desktop Infrastructure significantly enhanced remote working capabilities. These modern solutions have replaced outdated systems and seamlessly integrate with Microsoft 365 and other cloud-based services. The result is a more intuitive user experience, offering staff greater flexibility in how they work.

### Diversity and inclusion

Monthly diversity and inclusion executive sponsor meetings were held to continue recognising the importance of embracing the diverse nature of the parliamentary community and factor this into planning.

### Panel sessions

The Aboriginal Engagement team created a Leaders in Conversation panel series. Its aim was to bring together Aboriginal and non-Aboriginal leaders to unpack topics of importance to community. The event highlighted economic development and prosperity with a focus on Aboriginal youth, including traineeships and employment pathways.

### Site visit

The Select Committee on Remote, Rural and Regional Health saw the Aboriginal Engagement team provide support by joining for a site visit and making important connections in the community.

## PARLIAMENTARY PRIORITY 4

### Upholding the independence of a strong and effective parliament.

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

#### DPS OBJECTIVES

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

**18,179**  
pages of  
transcript  
produced  
by Hansard

813 sitting hours transcribed by  
hansard

1011 committee hours transcribed

#### Improving access

The Capital Works, Strategy and Delivery team is committed to upgrading the built environment for equitable access to the parliamentary precinct for all. This goal required a prioritised approach to improving disability access across the Macquarie Street precinct and Electorate Offices.

#### Impartial and independent

Hansard assisted in keeping the parliament accessible and accountable, operating independently of the Houses and government to provide a reliable, impartial record of parliamentary proceedings.

#### Cyber uplift

The cyber security uplift program, a comprehensive three-year initiative focussed on enhancing all aspects of cyber security, successfully concludes in 2024. Centered around the five key pillars of identity, protect, detect, respond, and recover, this program saw significant contributions from all areas of the IT Services branch. The result is a substantial improvement in parliament's cyber security maturity, ensuring that systems and data are secure. This program has also established a strong foundation for ongoing improvements and has empowered the cyber security team to respond more effectively to incidents. Communications support was also given to the comprehensive program led by the team.

#### Key research

Experts were commissioned to write research papers for parliament in the areas of rural and regional development in NSW in the aftermath of COVID-19, the economics of net zero, the economics of housing supply and energy regulation.



#### Better governance

Governance, Planning and Performance developed and improved the governance and reporting for the annual \$20 million minor works capital projects program to support delivery of parliament's strategic priorities, including multi-year financial planning.

#### Food safety

We achieved full Hazard Analysis and Critical Control Point (HAOCCP) certification, ensuring maximum food safety at NSW Parliament House. This was in addition to securing a five-star food safety rating from Sydney City Council.

#### Best practice

The Capital Works, Strategy and Delivery team is committed to strong governance

throughout the project lifecycle of each individual project, and this is evident in strong documentation and dedication to best practice during the procurement and tender evaluation process.

#### Balanced analysis

The Research Service now has ongoing funding to engage external experts to provide impartial analyses of specialist and complex topics.

#### Reliable and optimised

Enterprise architecture governance of technology solutions has been implemented in parliament to optimise integration, reliability, operational performance, and cyber security risk.

#### Assisting committees

The Research Service worked with the Department of the Legislative Council to engage an expert to prepare a discussion paper and oral briefing to assist the Legislative Council Privileges Committee inquiry into Provision of the Parliamentary Evidence Act 1901.

#### Making modifications

The Disability Inclusion Action Plan was developed and published in consultation with members, staff, and industry experts. The Department works continuously to improve access for people with a disability, both through major projects and by making modifications to address individual needs. Enhancements have included the doors to the Legislative Assembly chamber to and from the Wentworth Room being automated, new kitchenettes being accessible, all new workstations being height adjustable, and every refurbished or new electorate office having an accessible reception and accessible bathroom.

#### Global connection

We hosted the Australian and New Zealand Parliamentary Information Technology (ANZPIT) forum with international participation. This enabled information sharing and collaboration about technology with other jurisdictions. The forum was incredibly well received and delivered engaging presentations about artificial intelligence, cyber security and more.



ANZPIT Conference.

**Focus on accuracy**

Hansard introduced strict guidelines on the changes that can be made to Hansard to ensure it maintains its accuracy and impartiality.

**Reducing risks**

The PIMS program is implementing and enhancing a software-as-a-service (SaaS) platform for managing parliamentary information, reducing risks from legacy systems and risk of failure in business-critical applications.

**Increasing productivity**

Financial reporting improvements are ongoing for Capital Works, Strategy and Delivery and given the volume of purchase orders and payments processed each year, they are continuously looking to improve the process and financial reporting systems to increase productivity and limit double handling of data.

**Culturally sensitive**

The Aboriginal Engagement team continued offering culturally sensitive guidance to members and fostered connections with local Aboriginal communities. This is in addition to supporting parliamentary committees by increasing cultural capability for members to better support Aboriginal engagement with committee inquiries and submissions.

**Improving the experience**

Independent reviews of our catering offerings and services helped us to determine where we stand in comparison to other external venues, along with feedback from our function attendees.

**Media management**

A centralised media unit function provides support to the parliament for distribution of media releases and the management of media enquiries that

relate to the whole of parliament, separate to committee-related media enquiries.

**Modernised approach**

Sailpoint ISC, a platform that modernises the onboard and offboard of members and staff on connected systems, was implemented. It ensures that access is granted in a timely and accurate fashion. As a modern cloud-based solution, this lays the foundations for future integrations that were not possible with the legacy systems it replaced.

**Latest news**

Communications and Media delivered the inaugural Parliamentary Professional Services Network (PPSN) digital newsletter on behalf of the PPSN, with input from parliaments across Australia and New Zealand.

**Being prepared**

The business continuity program of works was developed. The plan is designed to uplift and ensure the resilience of the Parliament of NSW in the face of potential disruptions by delivering targeted improvements in business continuity.

**Better ways**

Smartsheet reporting, training and improved project management guidance were used to support project teams to strengthen project management capabilities.

**Defining scope**

The Audit and Risk Committee, Fraud and Corruption Control Committee and Business Continuity Governance Group meetings were improved by creating charters and terms of reference for each committee and collaborating with them to detail a strategic direction. This enhanced the transparency and process of each committee including risk management, capture, evaluation, and reporting.



**54,025 coffees poured**

**1269 kilograms of coffee beans ground**

**5397 scones devoured**



## PARLIAMENTARY PRIORITY 5

### Modernising of the parliament

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

##### DPS OBJECTIVES

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

1208 parliamentary and other live events supported

2239 hours of Live broadcast.  
Live public broadcast was viewed 169,741 times

38,673 followers on instagram, facebook, linkedin and twitter.  
A 25 per cent average increase across total platforms

19 public e-newsletters published promoting events and resources

##### Carefully preserved

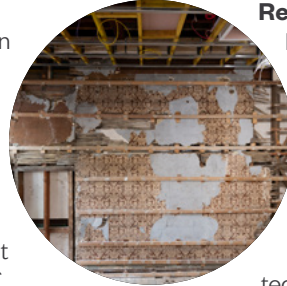
The Rum Hospital restoration project, part of the critical maintenance works program, was successfully completed ahead of schedule and carefully preserved one of the oldest public buildings in Australia. It addressed the restoration of heritage fabric and materials, removal of intrusive elements as noted in the conservation management plan, raising floor levels to create true and level flooring throughout, removal of false ceilings and reinstatement of original room proportions, remediation of dilapidated fabric and water ingress, replacement of end-of-life finishes, and mechanical services including lighting and air conditioning were upgraded.

##### Managing information

PIMS Evolution is providing a secure, Software-as-a-Service platform for the management of parliamentary information that caters to business user's needs.

##### Safe parliament

Ongoing modernisation of parliament's employment frameworks and arrangements for both members' staff and departmental staff to ensure a respectful, inclusive, safe, and effective workplace based on modern, best practice workplace relations.



##### Remote access

Hansard has been working closely with IT Services and the Audiovisual and Broadcast Service team to optimise its technology for remote usage. They can now report away committees live and have adjusted the technical processes, including adding the use of an iPad to capture witness and member notes, to instantly send them to staff.

##### Refining the dining

The Catering team utilised its restaurant booking system to maximise seating capacity as well as feed in customer feedback via their review platform.

##### Electorate data

The Research Service continued to expand its use of online data visualisations to provide information to Members of Parliament and the public about the characteristics of electorates. Data briefs with electorate-based data were published on the topics of unemployment, education and housing supply and affordability.

##### Video conferencing

Information Technology Services, in conjunction with Capital Works, is upgrading existing Cisco Webex equipment and supporting the deployment of video conferencing capability to electorate office sites.



### Sustainable focus

The Property team started a project with ARUP Australia to benchmark carbon emissions. They are also investigating reduction pathways for the future.

### Updating systems

The SAP Project developed over 1000 requirements that will be used to design a modern, supportable ERP platform that enables accurate management, reporting, and auditing.

### Back up secured

Building services installed back-up air conditioning services to the information communication technology server room and audiovisual broadcast communications rooms to prevent overheating of systems in the event of an interruption to building services.

### Bringing data together

Power BI is a data visualisation platform that provides software services, apps, and connectors that work together to turn unrelated sources of data into coherent, visually immersive, and interactive insights. In the case of the People in Parliament guide, data was drawn from spreadsheets and the parliament website to produce an interactive visual site that enables users to learn more about the history of our parliamentarians.

### Easy viewing

Communications, Engagement and Education started working with Audiovisual and Broadcast Services to record and publish the public programs. The first eight recordings contributed to 1674 views on parliament's YouTube channel. A "watch now" tab was added to the Education website to make these recordings even easier to access.

### New working ways

The Digital Transformation adoption project supported the adoption of new ways of working and provided opportunities for future learning and growth. The successful delivery of this project enabled members and staff to use modern tools and technology to enhance their business processes in ways that work for them.

### Cross collaboration

The Communications and Media team works closely with staff in the Legislative Council and Legislative Assembly who manage respective social media accounts to ensure content supports the strategic priorities of the parliament.

### Lights, cameras, action

The Catering team has embraced the audiovisual advancements made in the Level 7 function rooms, ensuring a market-leading and competitive functions environment, in collaboration with Audiovisual and Broadcast Services.

### Squeaky clean

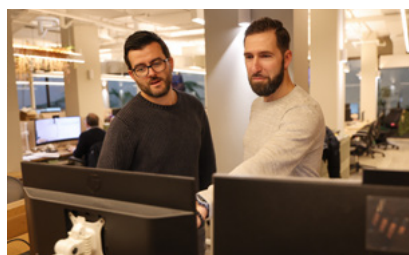
The successful implementation of teams-based cleaning has provided for four working team leaders to complete 497 cleaning checklists. New tablets and a customised auditing tool have enabled the development of site-specific checklists.

### Online presence

The Communications, Engagement and Education team manages the @nswparliament social media channels across Facebook, Instagram, Twitter, and LinkedIn on behalf of the Parliament of NSW, with content crafted to promote the events and community engagement opportunities at the parliament and to educate citizens and visitors alike on our work, our rich history, and key public updates.

### Robust infrastructure

While many information technology communication services are moving to the cloud, it is still important to have robust on-premises infrastructure to support functions that are not suitable for cloud migration. Information Technology Services replaced aging file server and storage infrastructure with new hardware. This update has seen improved performance and provides better stability and redundancy.



### One-stop shop

Business Performance and Risk has taken ownership of the SharePoint Service Portal, a one-stop page that contains all artefacts and links for teams across the Department. This initiative supports modernisation and accessibility by unifying all teams into one central location, embracing technological advancements, and increasing productivity.

### Visual identity refreshed

Following the rollout of a refreshed visual identity for the parliament and Department, the Media and Communications team created templates for use across emails, word documents and presentations.

### Policy and procedure

Work continued updating parliament's policies and procedures to reinforce cultural change, psychological safety and trauma-informed processes relating to dealing with harmful workplace behaviour.

**99,036**  
**people**  
visited the parliament's  
education website,  
up 19 per cent year  
on year

# Community Impact

The Department worked on several initiatives in 2023/2024 that had a positive impact on the NSW community, including:

## EXPANDING REACH

A new collaborative initiative between Communications, Engagement and Education, both the Legislative Assembly and Legislative Council front desk teams and the Catering team saw the introduction of the high tea and tours package in March. This has increased our market reach and had a positive effect with community-based groups including Probus. Since its inception, over 250 people have engaged with the parliamentary tour and then enjoying our famous high tea.



## NEW AUDIENCE

April's Festival of Democracy was the biggest open day for the parliament yet, with 1947 registrations and 1270 confirmed participants on the day. The event was run by the Education and Engagement team and promoted by the Communications and Media team online and through community outreach. A staggering 81% of participants indicated they had never attended an event at the parliament before. This was achieved through strategic marketing of the event, on channels including school newsletters, direct outreach to vacation care centres, targeted outreach via Members of Parliament and pitching to media outlets, and paid advertising on family friendly event sites.



## FOOD EXPERIENCE

A native food experience dining event commemorated National Reconciliation Week and NAIDOC Week in June. Aboriginal chef and Indigearth founder Sharon Winsor provided a five-course indigenous-themed dinner, curated as a journey through culture and food, celebrating indigenous cuisine and culinary history. The pilot provided a cultural immersion for more than 70 guests.

## CHANGE DATA

The Australia and New Zealand Parliamentary Information Technology (ANZPIT) Conference was hosted at NSW Parliament. The 20th annual conference brought together IT professionals from Federal and State jurisdictions, along with colleagues from Westminster, and twinned parliaments in the Solomon Islands and Bougainville. It served as a valuable platform for professionals facing similar challenges to exchange experiences and ideas. The event was attended by 63 delegates representing parliaments from Australia, New Zealand, the UK, and Pacific Islands.

## FIRST NATIONS SUPPLIERS

A standalone First Nations Procurement Policy has been drafted with the aim of increasing the participation of First Nations suppliers in Parliament's procurement activity.

## BESPOKE OFFERINGS

Communications, Education and Engagement welcomes opportunities to organise and deliver bespoke programs for community groups on request. Our educators hosted 25 students from Stewart House who participated in a tour and seminar, as well as an afternoon tea with their local members.

## DATA CAPTURED

The papers and data published by the Research Service is available on the parliament's website for the citizens of NSW.

## KNOWLEDGE SHARING

NSW Hansard provides regular support and guidance to the Hansards throughout the Pacific, on topics such as recruitment, technology, and editorial practices.

## WHICH MINISTER

Following an electorate office visit, the Library team developed a guide to help electorate office staff refer constituents to the correct ministries to deal with their issues. This guide has received great feedback and website visitation statistics show it being heavily used.



# Sustainability

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

Parliament has committed to achieving carbon neutrality by 2050, with incremental milestones along the way. It is dedicated to becoming a zero-waste institution through reducing, reusing, and recycling resources.

Sustainable procurement and transportation are other areas of priority, along with fostering a culture of sustainability and ensuring the parliamentary community is environmentally aware.

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



Recycled power poles.

This has included:

- Recycled power poles were used to replace the dilapidated Level 8 Rum Hospital timber verandah
- All of our food outlets now use sustainable packaging, including take away meal boxes, coffee cups, cutlery, straws and minimal use of plastic
- Hansard has moved all applicable paper-based processes to be paperless. The team continues to digitise processes where possible, such as committee logging orders and sitting day administration
- A contract with ARUP Australia is benchmarking carbon emissions and will investigate reduction pathways for the future
- A total of 254 IT assets (monitors, printers) were sent to e-waste recycling
- Catering encourage and reward the "re-use" philosophy with discounts on coffee when staff participate in the bring your own cup initiative
- Suitable used furniture and equipment was offered to community groups
- Audiovisual and Broadcast have transitioned to paperless pre-production checklists
- The collection and management of 14 different waste streams include paper, cardboard, landfill and organics
- New LED lighting was used on all projects, including the Rum Hospital, facades, lifts, public café and landscaped gardens
- Floor and ceiling grilles were installed in the Rum Hospital for improved airflow and temperature control
- Catering started donating excess food to St Stephen's Church to assist with their program to supply food to people experiencing homelessness. More than 200 meals were provided
- Printed postcards and other promotional collateral are printed on recycled paper when possible
- Business cards for Department staff are also printed on recyclable paper
- Digital advertising is encouraged
- Reusing and repairing all existing Legislative Assembly and Legislative Council reception desks
- Non-alcoholic beverages, including spirits, wine and beer (all from NSW) were introduced to our award-winning wine list, creating a health conscious and sustainable way of enjoying a beverage at an event or restaurant setting at NSW Parliament House
- Meeting energy efficient star targets for all hydraulic fixtures in electorate offices and corporate accommodation projects
- SharePoint Service Portal, a one-stop page that contains all artefacts and links to aid in the modernisation and sustainability of parliament, which also reduces paper usage
- The carpet tiles installed in the Rum Hospital project are rated carbon neutral.

# What does the future hold?

What's planned for the Department in the next 12 months?

A preview of the exciting work ahead includes:

## Cultural artwork

The installation and official opening of the Acknowledgment of Country sculpture in the forecourt native garden in August. The collaborating artists have created an artwork that embodies the deep time history of the cultural landscape around NSW Parliament House. Each visible layer is composed of natural elements – earth, stone, ochre, shell, and ash – that reveal their colours, imprints, and textures.

## Fitness elevated

The recreational facility will undergo renovation for the first time in more than 40 years. One of the key drivers behind the work is to provide equitable access.

## Live and online

Audiovisual and Broadcast Services will continue to enhance parliament's broadcast technology to create engaging publicly accessible live streams.

## Accessible solution

An accessible solution is required to enable all users equitable access from the tower block to the level 9 garden. This project will benefit members, guests, and staff.

## Audience engaged

The 2023-2024 financial year saw increased online engagement across social media, the education website and online event viewers. In 2024-2025, reaching even more participants is a key focus, with regional engagement a priority.

## Service standards excellence

Continued enhancement of performance reporting through the service standards project which will create measurable criteria for evaluating and achieving consistent service quality and managing expectations. This will be in accordance with the outcomes-based approach.

## Modernising the workplace

Ongoing modernisation of parliament's employment frameworks and arrangements for both members' staff and departmental staff to ensure a respectful, inclusive, safe, and effective workplace based on modern, best practice workplace relations.

## Huge milestone

Hansard will celebrate its 145th anniversary on 28 October 2024. The team is also planning to participate in the 2025 Commonwealth Hansard Editor's Association Conference.

## Public access

Investigations to resolve solution to disabled access to level 7 and public galleries of the Legislative Assembly and Legislative Council Chambers. This project will benefit the public greatly in coming years.

## Digital focus

The Library will continue digitising historical tabled papers. Documents from 1823 to 1938 have already been digitised and are available on the parliament website. Papers from 1938 will be scanned using technology to enable full text searching of the documents. Easy access to these papers will also be investigated.



### Wayfinding improved

Signage and technology upgrades are planned for all public areas including the Macquarie Street gatehouse to assist all people to navigate the public areas with ease.

### Mapping plans

Business Performance and Risk will work with teams to map their annual business plans to the DPS Strategic Plan and the strategic outcomes.

### Inclusion training

Communications, Education and Engagement have been working with Autism Spectrum Australia (ASPECT) to ensure the parliament is an accessible and welcoming place for people on the autism spectrum. Autism awareness training will roll out to front of house staff.

### Democratic involvement

The Aboriginal Engagement team will continue to engage and communicate in collaboration with the members and their electorate staff, and the wider parliamentary community to inform its functions and how to participate in the democratic process. Cultural education initiatives and programs at parliament will continue to be encouraged.

### Travel assist

Work to introduce travel assistance for regional, rural, and remote schools visiting the Parliament of NSW. The scheme is being developed to encourage regional schools to visit Australia's oldest parliament, acknowledging the reality of rising excursion costs for schools.

### Updating systems

Digital Transformation will focus on four streams of work including replacement of the 25-year-old finance and HR system, modernisation of the legacy system PIMS, planning for modernisation of websites and further refinement of the Digital Roadmap.

### Electorate offices

As part of the ongoing electorate office fit out program, a further six electorate offices are earmarked for compliant refurbishments or relocations. This includes Tamworth, Maroubra, Gosford, Wyong, Upper Hunter, and Murray (Griffith).

### Historical images

Parlimento, an archive database will be rolled out for use by internal staff and the public. It will feature historic images from the parliamentary archives. The team will scan and populate images, obtain advice around copyright, liaise with other parliamentary departments to add imagery and they'll work with NSW Museums of History for an official launch alongside the digitised Muster Book.

### Policies and procedures

Continued work on updating all of parliament's policies and procedures to reinforce cultural change, psychological safety and trauma-informed process relating to dealing with harmful workplace behaviour.

### Lifts replaced

The lift replacement program is a three-year program of work to address ageing infrastructure. The final goods lift is expected to be fully operational by September. Four of the five passenger lifts are expected to be fully operational by the end of the 2024-2025 financial year.



### **Expanding research**

The Research Service will continue to grow, enabling them to strengthen their support of parliament and develop new products and services by increasing capability and deepening our subject-matter expertise. The team plans to explore new data sources and ways of providing data by electorate, including topics such as NAPLAN scores, housing completions and socio-economic status. The team will also write more papers on topics relevant to parliament, engage experts and work collaboratively with them to provide impartial evidence and analysis, and provide more training and support to members and their staff.

### **User friendly**

An update to the Members' Entitlements intranet page will make it more user friendly and easier for members and their staff to find important information about entitlements and guidelines.

### **Capability training**

A procurement training program is being developed which will enhance procurement capability and increase procurement literacy across key and relevant issues such as accessible, ethical, and social procurement.

### **Civics education**

NSW's primary school history syllabus has been significantly revised with dedicated civics and citizenship content to be taught from kindergarten to year 6 from 2027. In 2024-2025, the Education and Engagement team will begin developing teacher resources and revising program content to reflect the syllabus changes.

### **Sound check**

Maintaining, enhancing, and expanding the parliament's audiovisual infrastructure to enable event spaces to host a variety of events.

### **Honouring customs**

The Aboriginal Engagement team will continue to provide advice in relation to customs, cultural protocols as well as policies and procedures.

### **Video projects**

The Media and Communications team have plans to develop more targeted video content explaining how the parliament works to people who live across NSW, from historical animations to filmed explanatory videos.

### **Raise revenue**

Increase revenue drive across all venues for catering. The team's target is revenue neutrality.

### **Maturing practices**

Governance, Planning and Performance will strengthen the maturity of business continuity and risk management practices across the parliament to ensure robust, clear, and established processes.

### **Advisory group**

Communications, Education and Engagement are working to convene an advisory group of teachers. The group's purpose will be to review and advise on existing education programs, tours, and resources.

### **Network creation**

Development of a formal network for members' staff community of practice and centralised resources.

### **Project governance reform**

Work on a reform plan to strengthen and ensure good project governance, project delivery and financial assurance across projects. This will enable the parliament to evidence value for money while delivering on the strategic priorities.

### **Better experience**

Information Technology will focus on improved user experience and customer engagement.

### **Neighbouring institutions**

Project groups have been set up to increase collaboration with cultural institutions across Macquarie Street, with a family fun day set to happen in October in conjunction with the State Library and the Museums of History NSW.

### **Tasty offerings**

Catering plans to enhance services to members and staff with refined, sustainable, and affordable offerings.

### **Keeping cool**

A redundancy air conditioning option for the IT server room will be installed to reduce the risk of interruptions to computing services to parliament. The Property team will install computer room air conditioning to the server room to provide a temperature and humidity-controlled environment in the event the base building unit is interrupted. They will also install a replacement air conditioning system to level 9 of the Speaker's wing.

### **Updating devices**

Information technology will replace all Legislative Assembly member laptops, and the introduction of an additional laptop for Legislative Council members who have staff job sharing.

### **Forecasting focus**

The Project Management Office will develop a multi-year minor capital works process to include three-year project financial forecasting.



# Governance

## AUDIT AND RISK COMMITTEE

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

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

The current Members of the Audit and Risk Committee are Mr Ian Gillespie (Chair), Ms Christine Hawkins and Mr Henry Capra. All Members are independent.

The Committee oversaw and monitored the following activities in 2023-24:

- Risk assessments including updates to the Parliament’s Corporate Risk Register
- Endorsement of the Parliament’s Annual Internal Audit Plan
- Progress against the Internal Audit Plan
- Final Internal Audit Reports
- Status reports on the implementation of Internal Audit and External Audit recommendations
- Draft and Final Legislature Annual Financial Statements
- Internal Financial Performance Reports
- The Parliament’s Early Close procedures
- The Audit Office of NSW’s Client Services Report and Management Letter
- Management’s Representation Letter to the Audit Office of NSW
- Annual Attestation against the Parliament’s Legislative Compliance Register
- Updates from Department Heads on key issues
- Reports on Work Health and Safety
- Business Continuity Management Implementation; and
- Reports on Fraud and Corruption Control.

A 2024-25 strategic 12-month plan has been developed for the Audit and Risk Committee.

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

The Committee met seven times during 2023-24 and Committee Member attendance is shown in the table above.

## MODERN SLAVERY AND PROCUREMENT

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

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

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

## INTERNAL AUDIT

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

The Chief Audit Executive manages, through an outsourced audit service provider, an annual plan of risk-based audits. The annual audit plan for 2024-25 was endorsed by the Audit and Risk Committee, and during 2023-24, the following audits were conducted:

- Internal Audit of Members’ Entitlements for the Financial year of 2023-24
- Onboarding and Offboarding of Members asset management
- Physical Security, Electorate Offices  
Electorate offices leasing

## ENTERPRISE RISK MANAGEMENT

The Parliament's Enterprise Risk Management Framework incorporates all the Parliament's policies, processes, and methodologies for identifying and managing risk, and sets out how risk management is embedded in key business processes. The framework was reviewed and updated in 2023.

The Parliament maintains a Corporate Risk Register which is subject to quarterly review by the Parliament's Senior Management Group (SMG) and the Audit and Risk Committee. Departments/ branches maintain operational risk registers which are also reviewed on a quarterly basis and project related risks are reviewed at least monthly.

## PROJECT MANAGEMENT OFFICE (PMO)

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

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

This year, the PMO has overseen a diverse portfolio, supporting project teams to deliver on time and within budget. Additionally, the PMO continues to enhance/build Parliament's project management culture by offering training and support to project teams.

## INSURANCE

The Parliament's insurance requirements are protected through the NSW Government's Self Insurance Scheme called the Treasury Managed Fund (TMF). SICorp operates the TMF scheme. icare sits within the portfolio of the NSW Treasury and provides services to SICorp on the operation of the scheme, including contributions and claims. Gallagher Basset is the General Lines Claims Service provider and EML is the Workers Insurance Claims service provider for the Parliament under the TMF.

	2023-24	2022-23	2021-22	2020-21	2019-20
	\$	\$	\$	\$	\$
<b>Property</b>	603,969	488,904	412,319	320,971	229,780
<b>Workers' Compensation</b>	744,098	760,810	537,801	538,455	340,804
<b>Motor</b>	1,306	1,079	1,028	935	540
<b>Liability</b>	182,647	142,679	125,145	98,735	52,990
<b>Miscellaneous</b>	29,370	26,359	26,269	25,455	7,060
<b>Total</b>	<b>1,561,390</b>	<b>1,419,831</b>	<b>1,102,562</b>	<b>984,542</b>	<b>631,174</b>

## BUSINESS CONTINUITY MANAGEMENT

The Parliament has continued to implement and maintain its business continuity management system to support operations through business interruption events. The business continuity governance group met four times in 2023-24, with representation from all three parliamentary departments. A key item of business was the implementation of a Business Continuity Plan; an 18-month plan across Parliament which encompasses a comprehensive set of plans and methods aimed at mitigating risks, maintaining critical functions, and facilitating a swift recovery from any interruptions.

Part of the Business Continuity Plan was the Cyber Security mock exercise held in June 2024. The Governance, Planning and Performance team supported the Cybersecurity team to deliver a mock exercise to review Parliamentary adherence to its strategic objectives. Utilising the recommendations from the post-findings report, the aim of the mock exercise is to facilitate the support and refinement of new and more effective processes, systems and reporting moving forward.

## FRAUD AND CORRUPTION PREVENTION

The Parliament's Fraud and Corruption Control Committee met three times in 2023-24 to oversight activities from the fraud and corruption control plan, including completion rates for the online training module on ethical values and fraud and corruption prevention.

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

## **PUBLIC INTEREST DISCLOSURES**

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

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

## **CORPORATE RISK REGISTER**

The Parliament maintains a Corporate Risk Register which is subject to quarterly review by the Parliament's Senior Management Group (SMG) and the Audit and Risk Committee. Departments/branches maintain operational risk.

## **OVERSEAS TRAVEL**

The Department incurred a total of \$56,800 in overseas travel expenses. The majority of these costs were related to the participation of department staff in the Parliamentary Professional Services Network (PPSN) Conference, hosted by the New Zealand Parliament from Monday, April 15, to Wednesday, April 17.

## **INDUSTRIAL RELATIONS**

There were no industrial disputes during the year and working relationships with the unions continued to be professional and constructive. Unions continued to play a positive role in our Joint Consultative Committee and by helping us work successfully through many policy and individual staff matters.

## **EXTERNAL COSTS INCURRED PRODUCTION OF ANNUAL REPORT**

The production of the 2023-24 Annual Report incurred external costs of \$3,750.70.

The budgeted amounts are drawn from the original budgeted financial statements presented to Parliament in respect of the reporting period. Subsequent amendments to the original budget (e.g. adjustment for transfer of functions between entities as a result of Administrative Arrangements Orders) are not reflected in the budgeted amounts.

## **NET RESULT**

Major variances between the original budgeted amounts and the actual amounts disclosed in the financial statements are explained below.

The net result was a \$1.277 million loss compared to a budgeted surplus of \$12.004 million. This is an

unfavourable variance of \$13.281 million, consisting of following variances to budget:

Total expenses excluding losses were \$238.689 million compared to a budget of \$234.159 million, exceeding the budget by \$4.530 million. This was mainly due to \$7.742 million for SaaS related projects being reclassified to employee and operating expenses, offset by \$2.020 million underspend in employee and operating costs, and a \$1.235 million reduction in Depreciation and Amortisation.

Total revenue was \$238.308 million compared to a budget of \$246.163 million, \$7.855 million lower compared to budget. This was primarily due to \$9.224 million funding being carried forward to the next financial year consisting of \$7.204 million in capital funding for capital projects and \$2.020 million in recurrent funding, offset by \$1.499 million in unbudgeted insurance claim receipts.

## **ASSETS AND LIABILITIES**

Net assets were \$434.967 million compared to a budget of \$442.240 million. The major variances arising on the Statement of Financial Position are noted below:

Net assets were \$501.105 million compared to a budget of \$446.971 million. The major variances arising on the Statement of Financial Position are noted below:

Property, plant and equipment were \$502.820 million compared to a budget of \$448.867 million. This was largely owing to an unbudgeted \$22.563 million in FY2023 for land and buildings fair value adjustment and \$44.852 million in FY2024 fair value adjustments to Property, plant and equipment, offset by \$7.204 million carried forward to FY2025, \$7.742 million SaaS projects reclassified to employee and operating expenses and \$0.758 million asset recognised first time.

Right-of-use assets were \$29.306 million compared to a budget of \$22.962 million. This was \$6.344 million over budget due to increased number of lease renewals or change of leased premises for electorate offices including some higher-than-expected rental increases during first year after the election.

Non-Current Borrowings were \$26.142 million compared to a budget of \$20.123 million. This was owing to the increase in the recognition of Right-of-use assets.

## **CASH FLOWS**

The closing cash position was \$5.196 million compared to a budget of \$4.770 million. This was over budget by \$0.426 million, which was due to a decrease in net cash flow from investing activities.



# Financials

## DEPARTMENT OF PARLIAMENTARY SERVICES

The net cost of services for the Department of Parliamentary Services was \$62.046 million and represents 27.4% of the total net cost of services of the Parliament for the 2023-24 financial year. This reflects an unfavourable variance of \$4.316 million or 7.5% against the budget of \$57.730 million.

The main components of the variance include:

- Employee related expenses were higher than budget by \$1.036 million and Operating expenses were \$5.640 million higher than budget. These were primarily owing to unbudgeted Software-as-a-Service (SaaS) project costs re-classified from capital expenses in accordance with accounting standards;

Offsetting by,

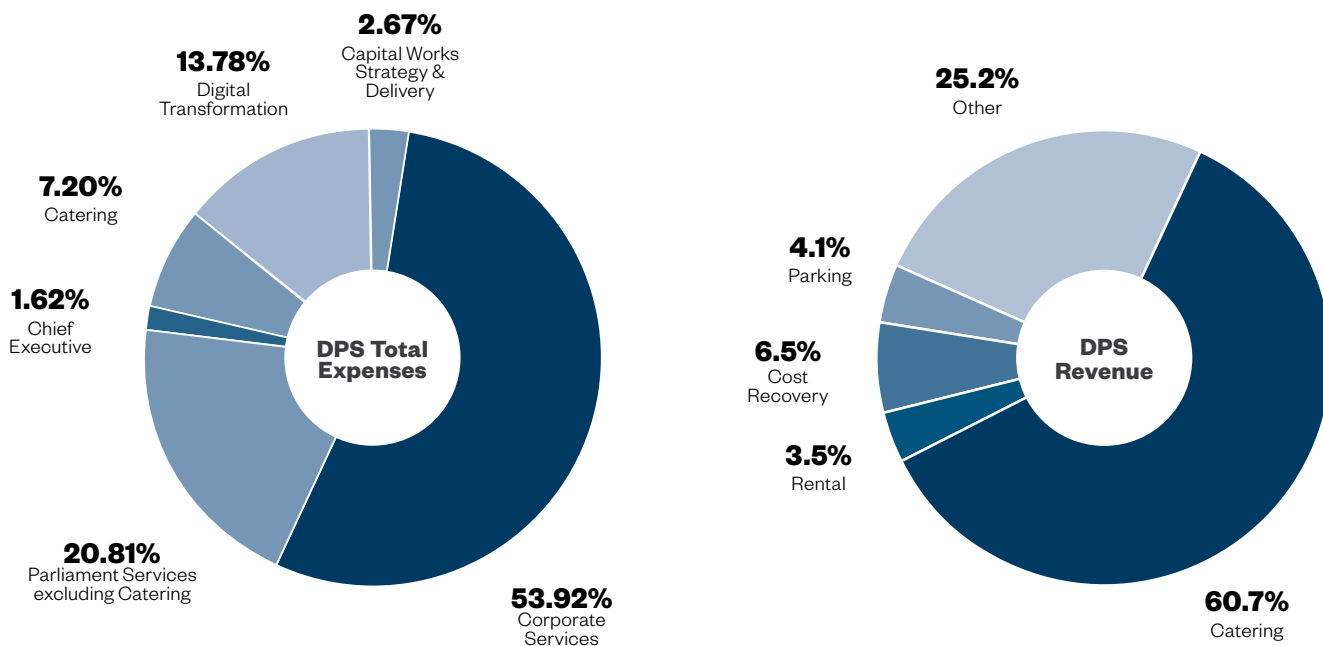
- Revenue was \$2.259 million higher than budget mainly due to \$758,000 asset recognised first time, and \$1.307 million insurance recovery for the loss of catering revenue during the pandemic.

The net cost of services was \$4.879 million higher than the last year with the following break-downs: employee related expenses being \$4.530 million higher mainly due to additional funding in the implementation costs of the recommendations of the Broderick review, and higher Software-as-a-Service (SaaS) project costs re-classified from capital expenses; operating expenses being \$1.204 million higher; depreciation and amortisation higher by \$1.392 million; sales of goods and services higher by \$1.270 million; other income higher by \$1.598 million and grants and contributions lower by \$497,000.

The catering activities, including the hosting of functions, generated 61% of the Department's revenue, which supports the operations of the Parliament and encourages community access.

Employee related expenses accounted for 51% of the total expenses of the Department of Parliamentary Services.

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



# Financials

## START OF UNAUDITED FINANCIAL STATEMENTS

Department of Parliamentary Services  
Statement of comprehensive income for  
the year ended 30 June 2024

	<b>Actual 2024 \$'000</b>	<b>Budget 2024 \$'000</b>	<b>Actual 2023 \$'000</b>
<b>Expenses excluding losses</b>			
Employee related expenses	37,158	36,122	32,628
Operating expenses	28,012	22,372	26,808
Depreciation and amortisation	8,013	8,241	6,621
<b>Total expenses excluding losses</b>	<b>73,183</b>	<b>66,735</b>	<b>66,057</b>
<b>Revenue</b>			
Sale of goods and services	7,123	6,911	5,853
Grants and contributions	1,900	1,921	2,397
Other income	2,241	173	643
<b>Total revenue</b>	<b>11,264</b>	<b>9,005</b>	<b>8,893</b>
Gain/(loss) on disposal (72)	(127)	—	(3)
<b>Net cost of services</b>	<b>62,046</b>	<b>57,730</b>	<b>57,167</b>

End of Unaudited Financial Statements

# Contact us

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