

Corporate Governance

Corporate governance is the manner in which an organisation is controlled and governed in order to achieve its goals. Generally, it incorporates a number of dimensions including management structure, management systems, and management standards. Corporate governance is the foundation on which service delivery should be built.

Management structure

The *Parliamentary Service Act 1988 (Qld)* sets out the administrative functions of the Speaker.

The general role of the Speaker in relation to the Parliamentary Service is to:

- decide major policies to guide the operation and management of the Parliamentary Service
- prepare budgets
- decide the size and organisation of the Parliamentary Service and the services to be supplied by the Parliamentary Service
- supervise the management and delivery of services by the Parliamentary Service.

Under Part 2 section 5 of the *Parliamentary Service Act 1988 (Qld)*, the Speaker has control of:

- accommodation and services in the Parliamentary precinct
- accommodation and services supplied elsewhere by the Legislative Assembly for its Members.

Office of the Speaker

The Office of the Speaker provides executive, administrative and protocol support to the Speaker of the Legislative Assembly in relation to his various roles. Aside from the legislative obligations outlined earlier, these roles include public engagement, education and support of Members of Parliament, and a range of other legislative responsibilities.

The Clerk of the Parliament

The Clerk of the Parliament has a number of roles, which are outlined in section 20 of the *Parliamentary Service Act 1988 (Qld)*. The Clerk, as Chief Executive Officer of the Parliamentary Service, is:

- responsible to the Speaker for the efficient and cost effective management of the Parliamentary Service
- the employing authority, for the Legislative Assembly, of Parliamentary Service Officers and employees.

The Clerk is also the Accountable Officer, as defined under the *Financial Accountability Act 2009 (Qld)*, and as such has a range of financial management responsibilities and obligations in the management of the Parliamentary Service divisional leaders.

Parliamentary Service divisions

The Parliamentary Service has four divisions as per the organisational chart on page 6. The divisional leaders report to the Clerk of the Parliament.

Management groups

The Clerk has established a number of management groups within the Parliamentary Service as part of the broader corporate governance framework.

Executive Leadership Team

The role of the Executive Leadership Team (ELT) is to:

- provide leadership and ensure the effective management, coordination, and performance of the Parliamentary Service
- consider reports from all management groups
- oversee the development and implementation of the Parliamentary Service Management Plan, Parliamentary Service-wide policies and procedures, management of information systems, and control environments
- review and recommend to the Speaker the annual budget for the Parliament.

The members of the ELT are the Clerk of the Parliament (Chair), and the four Divisional Directors. In addition, the Head of IT Services and the Manager of People and Culture attend all ELT meetings.

During 2024–25, the ELT:

- continued planning and monitoring of the next stages of the refurbishment of remaining Annexe floors
- oversaw the transition from the 57th Parliament to the 58th Parliament following the October 2024 State Election including the Induction Program for new Members and the State Opening of the 58th Parliament
- approved and introduced the new online Learning Management System, ParLELearn, for use by precinct and electorate office staff
- considered an organisational restructure of the Parliamentary Service.

Audit and Risk Management Group

The role of the Audit and Risk Management Group (ARMG) is to provide independent assurance and assistance to the Clerk on:

- internal control and compliance frameworks
- external audit liaison and communication with executive management
- monitoring implementation of internal and external audit recommendations
- the agency's external accountability responsibilities as prescribed in the *Financial Accountability Act 2009 (Qld)* and the *Financial and Performance Management Standard 2019 (Qld)*.

In 2024–2025 the members of the ARMG were:

Chair:

- Marita Corbett (Partner, BDO)

Members:

- Michael Ries, Deputy Clerk
- Robyn Cooper, Head of Internal Audit (Partner, Pitcher Partners)

The Manager of Financial and Administrative Services, along with the Director of Corporate Services and Electorate Office Liaison, also attended meetings at the request of the Chair

During 2024–25 the ARMG:

- reviewed the three-year strategic audit plan and settled the Annual Internal Audit Plan
- reviewed the Parliamentary Service Financial Statements
- liaised with External Audit in respect of annual audit processes.

Technical Needs and Solutions Group

Formed in 2021 and chaired by the Head of IT Services, the Technical Needs and Solutions Group (TN&SG) brings the organisation's business owners and technology experts together to identify business needs and improve the planning of technical solutions.

The group ensures that business needs are being included in the organisation's Digital Strategy and associated work plans and road maps, and that business owners understand upcoming changes in technology and how these will impact on the Parliamentary Service.

The membership of the TN&SG is:

- Head, Information Technology Services (Chair)
- three additional IT representatives from IT Services
- representatives from each Parliamentary Services Area
- Executive Secretary, Corporate and Electorate Services (representing the interests of the electorate offices).

During 2024–25, the TN&SG met on three occasions.

Security Management Group

The Security Management Group (SMG) assists the ELT by monitoring, reviewing and improving security strategies adopted within the Parliamentary precinct and Electorate offices across the State.

During 2024–25 the members of the SMG were:

- Director of Property and Facility Services (Chair)
- Sergeant-at-Arms and Manager, Security and Reception
- Deputy Sergeant-at-Arms and Operations Leader
- First Clerk Assistant (Procedure)
- Senior Project and Conservation Manager
- People and Culture Manager
- Portfolio Manager, Electorate Offices
- External representatives from - Protective Services Group, Security and Counter Terrorism Command, Queensland Police Service

During 2024–25, the SMG met on four occasions to review and advise on:

- current national security status and alerts
- electorate office security review including planned upgrade to the electorate office security system
- assessment of Member home residences
- CCTV camera operations in the parliamentary precinct
- review of security and threat incidents in the precinct and electorate office sites
- election planning
- opening of Parliament event
- annual review of Security Management Plan.

Workplace Health and Safety Management Group

The role of the Workplace Health and Safety Management Group (WHSMG) is to support the ELT by ensuring that obligations under the *Work Health and Safety Act 2011* are met. The WHSMG is required under section 76 of this Act.

As at June 2025, management representatives were:

- Director, Corporate Services and Electorate Office Liaison (Chair)
- Manager, People and Culture
- Manager, Precinct Services
- Manager, Catering Services
- Workplace Health and Safety Coordinator
- Supervising Parliamentary Attendant (Administration and Reception).

As at June 2025, Employee Representatives (appointed every three years) were:

- Barry Arnold, Security and Attendant Services
- Jayden Miller, Procurement Services
- Sanja Luscombe, Cleaning Services
- Melissa Cook, Library Information Services
- Kadison McGuire, Property Services
- Peter Cossar, Murrumba Electorate Office
- Zeke Foxon, Mackay Electorate Office.

During 2024–25, the WHSMG met on four occasions and developed, participated in, and assisted with:

- consideration of Psychosocial Workplace Risks
- a review of inherent risks for various role categories and the proposed introduction of a pre-employment questionnaire
- delivering the corporate wellness program including a flu vaccination program, voluntary general health check program, and 10,000 step challenge for Members and staff
- coordinating and delivering workplace safety and mental health awareness programs.

Heritage Management Group

The role of the Heritage Management Group (HMG) is to:

- coordinate, identify opportunities for preservation and conservation of the Parliament's heritage collections and assets
- highlight the role of the Parliament and its history, increasing accessibility to Queenslanders through exhibitions, historical seminars, and online channels, with a view to promoting greater understanding of the institution.

As of June 2025, the members of the HMG were the:

- Director, Assembly and Committee Services (Chair)
- Director, Information Management Services and Parliamentary Librarian (Deputy Chair)
- Senior Heritage Librarian, Parliamentary Library
- Manager, Information and Records Management
- Project and Conservation Officer, Precinct Services
- Team Leader, Communication and Marketing
- Parliament Officer (Archives), Table Office
- Conservation Officer, Precinct Services
- Manager, Parliamentary Catering Services.

During 2024–25, the HMG met on four occasions to:

- coordinate and promote key parliamentary milestones, including celebrations marking 100 women elected to the Queensland Parliament
- set digitisation priorities
- oversee the preservation of digital collections
- continue research into the military service of former MPs for the Parliament's War Service Honour Board
- expand the Parliamentary Heritage Collections Online.

Shared Service Initiative

As part of the state public sector Shared Service Initiative, during 2024–25 the Queensland Parliament provided a range of corporate services to the Office of the Governor.

Existing management and operational structures within the Parliamentary Service are used to provide these shared services, and all are delivered in accordance with annual operating level agreements between the agencies.

Management systems

Planning

The Parliamentary Service undertakes planning at both strategic and operational levels to ensure that staff are focused on performance and achieving results. These plans form the basis of budgeting, performance management and reporting.

The following key plans were prepared for 2024–25:

- the Parliamentary Service Management Plan, incorporating a whole-of-service strategic plan and operational plans for each management group and Service Area within the organisation
- a Training and Development Plan for staff
- an ongoing three-year Digital Strategy to focus on improved delivery of services in an increasingly digital environment.

Performance management

The Clerk of the Parliament employs a range of mechanisms to measure and monitor the performance of the Parliamentary Service.

Internal management reporting

Divisional Directors are required to submit quarterly management reports to the Clerk. These reports document financial and operational performance against performance targets outlined in the Parliamentary Service Management Plan.

Auditing and review

The Parliamentary Service engages an external contractor to provide internal audit services. The external contractor consults with the Parliamentary Service Audit Management Group and takes into consideration Queensland Treasury's Audit Committee Guidelines. The Clerk of the Parliament, as the Accountable Officer, considers and addresses internal audit reports and any recommendations contained therein. No significant issues were identified during the 2024–25 internal audit work program.

Employee performance planning and review

Parliamentary Service staff are subject to annual performance planning and review processes to improve alignment between the individual performance review outcomes, Parliamentary Service objectives, and training and development opportunities.

External scrutiny

The Parliamentary Service is subject to an annual external audit by officers of the Queensland Audit Office pursuant to the *Auditor-General Act 2009 (Qld)*. No significant issues were identified regarding the operations of the Parliamentary Service during 2024–25. All recommendations in audit reports have been responded to.

Complaints management framework

The Parliamentary Service has a formal complaints management framework to provide guidance on the handling of all complaints received by the Parliamentary Service, whether internal or external, to ensure complaints are handled comprehensively, consistently, and appropriately recorded.

The framework includes a formal policy published on the Parliament's website for management of any complaints regarding potential corrupt conduct by the Clerk of the Parliament (as chief executive) pursuant to section 48A of the Crime and Corruption Act 2001.

Resource management

The Clerk of the Parliament establishes and publishes policies and procedures for the management of all human, financial, and information resources. Systems have been established to manage revenue, expenditure, assets and liabilities, as well as to protect information resources.

Records management

While the *Public Records Act 2002 (Qld)* does not apply to the Legislative Assembly or the Parliamentary Service, the Parliamentary Service is committed to following the principles contained in the legislation and also various public sector information standards, policies, and guidelines concerning records management.

Management standards

The Parliamentary Service maintains a strong commitment to the development and maintenance of a culture of care, diligence, ethical behaviour, public defensibility, integrity, accountability, and leadership. This commitment is reflected in management standards covering workplace health and safety delivered through the Workplace Health and Safety Management Group, and the Code of Conduct for Officers and Employees of the Parliamentary Service. The Code of Conduct, developed in accordance with the *Public Sector Ethics Act 1994 (Qld)*, guides staff when dealing with situations that may arise during the course of their duties, particularly those situations that may have an ethical dimension.