QTON No. 004

Legislative Assembly for the
Australian Capital Territory
Standing Committee on the Integrity Commission and Statutory Office Holders

Inquiry into Annual and Financial Reports 2024–25

Answer to question taken on notice

Asked by: Mr Taimus Werner-Gibbings MLA

Addressed to: Mr Tom Duncan

In relation to: Strategic plans

Hearing: 14 November 2025
Uncorrected Proof Transcript p 5
Transcript provided: 18 November 2025
Answer Due: 25 November 2025

Mr Duncan took on notice the following question:

MR WERNER-GIBBINGS: You mentioned the strategic plan and that entirely sort of self-judging. But how has the—what was set out in the strategic plan three and a half years ago, how has that—have you met the KPIs, have you—are you in front or behind a bit where you will have to re-jig the next plan to take account of what has been learned over the past four years term stretch?

Mr Duncan: I think we have. We have a strategic plan which lasts for four years, but we have an annual plan as well where we—we sort of track the immediate pressures and they are all the more granular level of achievements. We do that—there is an executive management committee, which all those people at the table are at. We meet once a month and every quarter we track how we are going on our annual plan and whether we are meeting our targets and our priorities.

So I think—I have not looked at the document in detail, but I think we will find that we have met every sort of target that we have set ourselves to do. So I am happy to sort of provide the details on notice to the committee, if they—

MR WERNER-GIBBINGS: I think that would be interesting just from an enlightenment perspective for the committee.

Mr Duncan: —just to sort of show you what the annual sort of—and as I said, it is quite a granule level. But you know, it is on the IT front. There is a whole range of things. There is—on the enterprise bargaining agreement, you know, executive manager business support is starting to work on the new enterprise agreement for OLA staff and LAMSACT staff, and that work is already going on.

So yes, but I am happy to provide that sort of documentation to the committee just to give it a sense of what the annual—the strategic plan is and—but also the annual sort of targets and priorities are.

Mr Tom Duncan: The answer to the Member's question is as follows:

Please find attached a copy of the Strategic Plan—2022-2025 (also available on the Assembly's website) and the 2024-2025 Branch Business Plans (as at 30 June 2025) for the Office of the Legislative Assembly.

Approved for circulation to the Standing Committee on the Integrity Commission and Statutory Office Holders

Signature: Date: 25/11/25

By the Acting Speaker of the Legislative Assembly for the ACT, Andrew Braddock MLA

Legislative Assembly for the Australian Capital Territory

Strategic Plan—2022-2025

Office of the Legislative Assembly

1. Clerk's overview and background

The Legislative Assembly for the Australian Capital Territory gives a democratic voice to the will and aspirations of almost half a million ACT residents at the territory and local government levels.

It also considers and passes legislation and holds executive government to account.

The Office of the Legislative Assembly supports and advises the Assembly, its committees, and its members in fulfilling these functions and how we do that work can have significant impacts on the overall governance of the Territory.

Since the advent of COVID-19, the way in which we have provided our services has changed.

We have spent less time in Assembly workplaces and more time working from home. We have used online tools to collaborate and to keep in contact with our colleagues and our clients.

These arrangements have come with their own challenges. We have seen less of each other in person. Our team structures and sense of connection to one another in service of a common enterprise have been tested.

The Office has also had to contend with other changes in how we go about delivering our services.

The Office continues to implement changes arising from Dr Rosemary Laing's review of the committee support function, a number of digital Assembly initiatives have progressed, and we have improved key HR and finance systems to streamline and simplify processing tasks.

Work on these and other reform initiatives will continue.

This plan, for the period 2022-2025, sets out three simple priorities:

- **Our people and culture**
- **Enhancing communication, processes, and systems**
- **Institutional and organisational strengthening/resilience**

Under each of these priorities, a number of strategies have been identified based on feedback provided by staff strategic planning work groups and the 2021 survey of MLAs.

Unsurprisingly, the Office's key objective (which is based on our statutory function), and our values have remained the same.

I wish to thank all staff for their work in considering the strategic direction of the Office and how we are going to make the most of the next four years.

I'd particularly like to thank those staff who played a leadership role in arranging staff meetings, collating input, and discussing their findings with the Office's Executive Management Committee. This work was central to the development of the plan.

I look forward to working with staff to build on our existing achievements and to shape the Office as a strong, independent organisation that provides a high level of service to the ACT Assembly, its committees, and its members.

Tom Duncan
Clerk of the Legislative Assembly

November 2022

2. Our objective

Headed by the Clerk of the Legislative Assembly, the Office supports the Legislative Assembly for the Australian Capital Territory. The Assembly is responsible for considering and passing laws, holding executive government to account, and representing the people of the ACT.

Our primary objective is to fulfill the Office's statutory function as set out in the *Legislative Assembly (Office of the Legislative Assembly) 2012 Act* (the OLA Act) as follows.

> 'The Office of the Legislative Assembly has the function of providing 'impartial advice and support to the Legislative Assembly, committees, and Members of the Legislative Assembly'.

Each of us working in the Office does something important to fulfill this objective. We provide:

- Advice and support to MLAs to facilitate their participation in chamber and committee proceedings
- Attendant, security, mail services
- Broadcasting and recording services
- Building and facilities management services
- Financial management services
- Hansard and transcription services
- Information and communication technology services
- Library services
- Parliamentary education and engagement services
- Payroll, entitlements and HR advice and support services
- Records and information management services on behalf of the Assembly and the Office

3. Our values

In working towards fulfilling our primary objective of supporting the Assembly, its committees, and its MLAs, we are guided by and make decisions within a values framework.

Our values are the principles that we believe in and that steer us towards doing right by the Assembly as an institution and by all of those who we work with.

Independence and impartiality

- We value the principles and guidelines embodied by the *Latimer House Principles* as a clear statement of the best practice operation of, and relationship between, the three branches of government, including the principle that:

Parliament should be serviced by a professional staff independent of the regular public service

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- We value the checks and balances embodied in the ACT's form of government and the separation of powers between the Legislative, Executive and Judicial branches.
- This helps us provide advice and support to the Assembly and all its members without fear, favour, or bias.

Professionalism

- We value our professional relationships with MLAs, their staff, members of the ACT community, the public sector, and the wider community of parliaments.
- We are conscientious, knowledgeable, and prudent in doing our work.

Respect

- We show respect in all of our professional relationships.

Honesty and Integrity

- We are honest and stand up for our values in all of our dealings.

Transparency

- We are open about how we perform our roles and the decisions we make.

4. Priorities and strategies

This section of the plan draws heavily on the input provided through staff working groups that were asked to consider the big challenges and issues facing the Office. It sets out three priorities:

1. **Our people and culture**—ensuring that we have a happy, healthy, safe workplace in which our staff are valued and where respect, collegiality and teamwork give us a sense of common purpose in contributing to the important work that we undertake on behalf of or supporting the legislative branch of government in the ACT.
2. **Enhanced communication, processes, and systems—**ensuring we challenge the status quo and think innovatively about how we communicate and the processes and systems we use to perform our work with a focus on integration, process improvement and efficiency across the organisation.
3. **Institutional and organisational strengthening/resilience**—ensuring the independence the Assembly, its committees, and the Office and the democratic functions that they perform.

Against each priority are several strategies which speak to how we might best be able to achieve our priorities. More detailed proposals, drawn from staff group work on the plan, EMC discussions, and feedback through the survey of members are listed under the 'What this will look like'.

We should be able to look back in 2025 and see that these and other initiatives have been successfully completed.

Priority 1 — Our people and culture		
Strategy	**Why?**	**What this would look like**
a) Effectively manage health and safety risks (particularly COVID-19 related risks), including psychosocial and mental health and wellbeing challenges.	• The health, safety and wellbeing members, staff, and visitors to the precincts is of paramount importance. • The advent of COVID-19 has meant that we all have had to be even more vigilant in ensuring that we have the right systems, policies, and behaviours in place	• Building organisational capability and strengthening WHS awareness through training for PCBUs, Office Holders and workers. • Promoting understanding of PCBU responsibilities. • Continuing to support the Standing Committee on Administration and Procedure and the Assembly's Health and Safety Committee in considering Assembly WHS risks and strategies for effective management (i.e. eliminating or minimising risks).

Priority 1 — Our people and culture		
Strategy	**Why?**	**What this would look like**
	to ensure everyone's health and wellbeing. • These challenges will continue over the next four years and by keeping informed about changing health and safety issues and using effective communication and staff consultation, the Office will continue to play its part in managing these risks effectively.	• Ongoing provision of tools and resources to support mental health and wellbeing with a focus of reducing isolation and increasing connection to one another in the workplace. • Adapting policies and procedures to enable safe and productive hybrid working arrangements. • Keeping abreast of whole-of-public-sector arrangements for dealing with COVID and associated WHS risks.
b) Celebrate and acknowledge achievements.	• Where a staff member or a team are responsible for a significant achievement, it is important to demonstrate that the Office values that contribution.	• Considering appropriate reward and recognition strategies that the Office can adopt to celebrate individual and team achievements (e.g. innovation, leadership, project completion, overcoming obstacles etc).
c) Effectively manage individual and team workloads.	• Equitable and reasonable allocation of workloads ensures that we are not working beyond capacity and that we facilitate work/life balance. This is an end in itself. • When workloads are managed effectively, productivity, staff satisfaction and the quality-of-	• Developing processes for ensuring that workloads are reasonable and equitable (e.g. using team meetings and more structured analysis to allocate work, to listen to concerns, and to plan ahead for peaks and troughs). • Identifying opportunities and pathways to attract and build an agile workforce to better respond to operational needs.

Priority 1 — Our people and culture		
Strategy	**Why?**	**What this would look like**
	service delivery are also enhanced.	
d) Identify and develop required staff skills, knowledge, and experience.	• Critical to recruitment/attraction and retention, building corporate knowledge and viable career pathways. • While the Office already uses surveying, performance and development processes and other consultation techniques to examine unmet need in relation to professional development, there is an opportunity to use new systems to better understand education and training gaps and to develop targeted responses.	• Identifying opportunities where cross-training within and between teams to contribute to business continuity and staff development outcomes. • Using the online performance and development platform to identify general (across the Office) and specific (individual staff) development opportunities. • Ensuring that required skills, knowledge, and experience are considered as part of any job design/redesign and development of selection criteria. • Developing and strengthening staff capabilities by providing opportunities for staff to perform roles with additional duties and/or in different areas of responsibility. • Providing shadowing and mentorship opportunities. • Participating in interparliamentary organisations, conferences, and events. • Considering how to provide opportunities for staff to make lateral moves between sections/branches as well as vertical movements within a branch or section (broadening procedural and parliamentary knowledge across the organisation).

Priority 2 — Enhancing communication, processes, and systems		
Strategy	**Why?**	**What this would look like**
a) Consult and share information 'up and down' and 'sideways'	• Good communication means we each have the information that we need to perform our roles, that we have an opportunity to contribute to discussions about significant decisions that affect us, and to have decisions explained clearly. • Effective consultation means that decisions can be informed by staff who have deep operational knowledge of particular tasks and functions. • It means that the left hand and the right hand know what each other are doing.	• Developing informational seminars that provide opportunities for knowledge sharing. Q&A with EMC, managers, and staff (rotating facilitator Clerk, Deputy Clerk, Executive Manager, Senior Directors) 2 x each year. • Introducing requirements for regular section level meetings (at least monthly). • Providing short summary of monthly EMC meetings to go to all staff. • Using all staff emails, intranet, regular section/team meetings, other online platforms to share ideas and seek feedback on key issues that affect staff, policies and how we go about delivering our services. • Establishing staff-led cross-sectional groups to share information, develop connections, and develop greater awareness about what is happening across different parts of the organisation and evaluate implementation of the strategic plan. • Continuing the 'Staff suggestions box' deployed at the Assembly and North buildings.
b) Encourage collaboration between and among teams/sections in a new 'hybrid' model of work	• Since the beginning of the pandemic in early 2020, COVID-19 has complicated how we interact with one another as both individuals and as teams. It has affected how we maintain authentic working relationships that foster human connection and common purpose.	• Developing/adopting hybrid/flexible working policy. • Implementing cross-sectional project teams wherever possible. • Using online/digital tools (including the features of the existing DDTS software offerings) to facilitate collaboration and teamwork. Document sharing / real-time editing and collaboration.

Priority 2 — Enhancing communication, processes, and systems		
Strategy	**Why?**	**What this would look like**
	• Can help addressed potential business continuity issues when some staff become temporarily unavailable or leave the organisation.	
c) Wherever possible, develop business processes and systems that are integrated	• Systems and processes used by the Office or by members should work seamlessly (i.e. 'talk' to one another), reduce duplication of effort and be based on consistent design principles that make intuitive sense to users.	• Ensuring that specification and business analysis is based on thorough analysis and business requirements across the Assembly/the Office following appropriate consultation. • Ensuring user acceptance testing is performed by end users including MLAs, staff from different parts of the Assembly/the Office. • Examining opportunities to integrate key business systems from across the Office/Assembly. • Examining ways to ensure appropriate coordination of website content (decentralised versus centralised). • Developing appropriate documentation and governance arrangements (policy and template) for projects over a certain value (e.g. $10k), which address elements such as risk, scope, time, cost, quality, risk, communications, staffing and procurement.
d) Break down remaining barriers/silos between sections/branches.	• Assists in integrating and unifying the Office and working together with a sense of common purpose. • Assists in business continuity.	• Regular whole of OLA meetings. • Developing opportunities for formal/informal interactions between areas. Including, promoting staff involvement in social club activities.

Priority 2 — Enhancing communication, processes, and systems		
Strategy	**Why?**	**What this would look like**
		• Developing office staff (including staff from non-procedural areas) in their understanding of the broader context in which the Office operates (separation of powers, parliamentary processes, and practices etc).

Priority 3 — Institutional and organisational strengthening/resilience		
Strategy	**Why?**	**What this would look like**
a) Promoting greater understanding about the separation of powers / parliamentary privilege (internally and further afield).	• There are democratic, constitutional, and parliamentary principles that make this important. • Staff indicated that they valued the Office's independence from the ACT Executive/regular ACT Public Service and saw particular value in the unique role that we all play in supporting the legislative arm of government in the Territory. • Parliamentary privilege is one of the means by which the Assembly and its committee are protected from improper interference.	• Using 'Assembly aberrations' to discuss these issues. • Considering developing workshop/discussion groups (open to all MLAs and staff) to explore these topics. • Considering opportunities in the Office's public sector programs to explore these topics in more detail.

Priority 3 — Institutional and organisational strengthening/resilience		
Strategy	**Why?**	**What this would look like**
b) Maintaining awareness of potential legislative change to make the separation of powers and the independence of the Office clearer.	• See 3 a) above.	• Considering legislative, policy changes that might be required.
c) Examine (within the confines of the merit principle) mechanisms for succession planning and internal skills development to facilitate organisational changes.	• Builds resilience and supports business continuity.	• Professional development and training. • Shadowing opportunities. • Development of manuals and training materials.
d) Consideration of resourcing requirements in light of the wide range of functions and workload pressures confronting the Office.	• If resources are insufficient to perform statutory and other functions, there may be reduced or degraded service levels.	• Considering new ways to develop and communicate budget requirements through the Standing Committee on Administration and Procedure. • Reviewing unmet need/resource pressures across the organisation and identify where capacity constraints may lead to the limitations in service provision. • Ensuring that staff are able to/do take appropriate leave/flex to maintain physical and mental health.
e) Remove any barriers to achieving greater organisational diversity.	• Diversity is a value in and of itself. • Diversity in viewpoints, skillsets and staff backgrounds helps guard against 'groupthink' or 'we've always done it that way' thinking. • Diversity can promote innovation and continuous improvement.	• Modelling inclusive behaviours and ensuring unreasonable or unlawful behaviours such as bullying, sexual harassment and direct and indirect discrimination are dealt with promptly. • Working collaboratively to capture the diverse views of our staff, to bring forward ideas, build relationships, share knowledge etc. • Removing barriers to participation / ensure reasonable adjustment.

Priority 3 — Institutional and organisational strengthening/resilience		
Strategy	**Why?**	**What this would look like**
		• Considering how to leverage off/apply government programs and initiatives that aim to promote diversity.

Office of the
Legislative Assembly

2024-2025 Branch Business Plans

Implementation status as at 30 June 2025

Contents

Version information

Owner	Date and source of approval	Version and OLARIS #	Description of changes	Next review due
Office of the Clerk	Clerk / EMC July (Pending)	V1.0 24/013829	Yearly business plans linking to the priorities in the strategic plan.	July 2025

1. Overview

The implementation plans in this document reflect the key initiatives and activities to be undertaken during the course of 2024-2025 to advance the objectives and priorities in our strategic plan (2022-2025).

There will be a strong focus on preparations for the 11th Assembly, including:

- Making arrangements for sittings, accommodation and facilities
- Conducting induction seminars for new members
- Processing a large number of staff contracts
- Developing administrative arrangements for the new Assembly's committee system.

Risk and audit

It also contains relevant risk management treatments identified as part of the enterprise risk assessment process and recommendations from audit activity.

2. Parliamentary Support

The Committee Support Office has moved into a BAU approach following its restructure in 2022 and is seeking to retain achieved improvements. The establishment of 11th Assembly committees will be the focus for this year.

Hansard is seeking to build on efficiencies gained in workload smoothing and improving task knowledge across staff. Hansard will examine the viability of automated transcription.

The Library's main risk is not being able to respond to Members' requests. The Library is launching a new Library Management System to protect the integrity of its records and improve search functionality.

The Chamber Support Office conducts specialised work specific to the sittings of the Assembly. It will seek to further document its internal processes as it scopes the replacement of its existing procedural IT system with Parliamentary portal modules.

Parliamentary Support—Action plan

Action	Responsibility and timeframe	Quarterly implementation update (C / IP / NS)[1]
Priority 1—Our people and culture		
1. Establishment of new Assembly	**Deputy Clerk and Branch Heads** Q1 – Update relevant sections of Members' Guide	Q1 – C Q2 – C Q3 – IP Q4 – C

[1] C—Completed IP—In Progress NS—Not Started

Action	Responsibility and timeframe	Quarterly implementation update (C / IP / NS)[1]
	Q2 – first sitting and participation in induction seminars Q3&4 – ongoing training/briefing of members' staff	
2. Chamber training	**Clerk Assistant** Q2- Hold training for additional chamber duty participants. Q3 – trainees observe then rostered on duty	Q2 – C Q3 – C
3. Interparliamentary organisations (conference unless stated otherwise)	**Various** Q2 – ASPG, PLPP course, Scrutiny Q3 – APLA (Library), APHEA (Hansard), ANZACATT	Q2 – C
Priority 2—Enhancing communication, processes, and systems		
1. Parliamentary portal project	**Deputy Clerk/Senior Director Committees/Clerk Assistant** Q2 - committees module deployment, contract finalisation	Q2 – IP Q3 – IP Q4 – NS

Action	Responsibility and timeframe	Quarterly implementation update (C / IP / NS)[1]
	and new structure to project management Q3 - committees module deployment, committee questions enhancement and scoping of PIPS replacement Q4 – advancement of PIPS replacement and enhancement of committees module	
2. Hansard testing and assessment of automated transcription	**Editor of Debates** Q2 – Evaluation of Novaworks offering Q3 – Decision point on implementation	Q2 – IP Q3 – C
3. Library management system.	**Assembly Librarian** Q2 – Project kick off Q4 – Project Go live	Q2 – C Q4 – C
Priority 3—Institutional and organisational strengthening/resilience		
1. Chamber procedural manuals	**Clerk Assistant** Q2 – finalise guides to Clerk's/Deputy's chamber duties	

Action	Responsibility and timeframe	Quarterly implementation update (C / IP / NS)[1]
	Q3- Update/Refresh of minutes and papers officer guides Q4 – Clerk Assistant's guide	
2. Committee Standard Operating Procedures and guides	Q2 – Review and revise Q3 - Finalise	Q2 – C Q3 – C

Parliamentary Support—Enterprise risk treatments

Treatment	Responsibility and timeframe	Quarterly implementation update (C / IP / NS)
1. All branches/sections to continue updating key policies, procedures, and other governance documents.	Deputy Clerk and section heads, June 2025	IP
2. Portal treatments: a. Employ project manager b. Weekly meeting with key staff c. User acceptance testing d. Discovery and metadata working group e. Project risk assessment (implementation of relevant treatments)	a. Deputy Clerk, December 2024 b. Deputy Clerk, June 2025 c. Module owners, June 2025 d. Assembly Librarian (Chair)	a. Q2 – C b. Q2– C c. Q3 – IP. Q4 – d. Q3 – NS. Q4 –NS e. Q3 – IP. Q4 –IP

Treatment	Responsibility and timeframe	Quarterly implementation update (C / IP / NS)
	e. Deputy Clerk, June 2025	
3. Continue cross-training staff in key tasks. Review and overhaul key instructional manuals.	Editor of Debates, June 2025	Q3 – C
4. Use the interregnum break to consolidate existing documentation into a chamber support handbook.	Clerk Assistant, December 2024	Q4 – IP
5. Shadowing for Minutes needs to be implemented	Clerk Assistant, June 2025	Q4 – NS
6. Project manage OCLC	Assembly Librarian Senior Librarian (Systems), June 2025	Q3 – C
7. Chamber training to commence in the interregnum period (EOI to be issued).	Clerk Assistant, June 2025	Q3 – IP Q4 – IP
8. All Parliamentary Support delegates to undertake foundational procurement training (from fraud and corruption risk assessment)	Deputy Clerk, February 2025	Q4 –C

3. Business Support

In 2024-25 Business Support will focus on:

- Delivering high quality, integrated and timely customer services particularly in the transition from the 10th to 11th Assembly;
- Providing access to modern digital processes and technology to support the functions of the 11th Assembly;
- Supporting an engaged, healthy and safe workforce for the Office and Members; and
- Ensuring the precinct is safe, secure and fit for purpose.

Business Support—Action plan

Action	Responsibility and timeframe	Quarterly implementation update (C / IP / NS)[2]
Priority 1—Our people and culture		
1. Expand Professional Development opportunities for LAMS - Develop Study Assistance guidelines - Structured annual Performance Development Plans	Manager, HR and Entitlements, early 2025	July-Sept— IP Oct-Dec— IP Jan-Mar— C

[2] C—Completed IP—In Progress NS—Not Started

Action	Responsibility and timeframe	Quarterly implementation update (C / IP / NS)[2]
2. Supporting a safe, healthy and respectful workplace - Promote EAP awareness across 8 streams for new and existing staff - Raise psychosocial hazard awareness	Manager, HR and Entitlements, early 2025	July-Sept— IP Oct-Dec— IP Jan-Mar— IP April-June—C
3. IDS organisational review – develop workflow processes	Manager IDS	July-Sept— IP Oct-Dec— IP Jan-Mar— IP April-June—IP
Priority 2—Enhancing communication, processes, and systems		
1. Deliver business support services to effectively transition from the 10th Assembly to the 11th Assembly	Managers, Business Support	July-Sept— IP Oct-Dec— C Jan-Mar— C April-June—C
2. Review ICT policies and procedures	Manager IDS	July-Sept— IP Oct-Dec— IP Jan-Mar— C April-June—C
3. Improved digitisation in the financial environment with internal controls and systems that effectively mitigate risk, increase productivity and enhance accountability.	CFO and Director, Information & Digital Services	July-Sept— IP Oct-Dec— IP Jan-Mar— IP April-June—IP

Action	Responsibility and timeframe	Quarterly implementation update (C / IP / NS)[2]
4. RIM review: - File Management Plans - Assembly disposal schedule - Strategic policy documentation	Manager IDS Manager RIM	July-Sept— IP Oct-Dec— IP Jan-Mar— IP April-June—IP
5. Update relevant 'key governance document" and associated register	All section heads By 11th Assembly	July-Sept— IP Oct-Dec— IP Jan-Mar— IP April-June—C
Priority 3—Institutional and organisational strengthening/resilience		
1. Strengthen cross-government governance arrangements with centralised service delivery partners eg DDTS, ACTPG	Executive Manager, Business Support with relevant Mangers	July-Sept— IP Oct-Dec— IP Jan-Mar— IP April-June—IP
2. Formalise documentation of end of Assembly processes	Manager, HR and Entitlements, by end of 2024	July-Sept— IP Oct-Dec—IP Jan-Mar— IP April-June—C

Business Support—Enterprise risk treatments

Treatment	Responsibility and timeframe	Quarterly implementation update (C / IP / NS)
1. Resubmit Public Entrance Upgrade Business Case for 2025/26	Manager, Security and Building Services in line with budget timeframes	C
2. Establish 11th Assembly PSC membership	Manager, Security and Building Services, January 2025	C
3. Finalise Attendant Manual--one of two final outcomes from the 2022 SCG review.	Manager, Security and Building Services, December 2024	C
4. Explore the capacity/appetite for introduction of PSO security personnel on premises.	Manager, Security and Building Services, June 2025	IP Q4:IP
5. Operationalise various protective security policy and procedures put in place from 2023	Manager, Security and Building Services, June 2025	C
6. Re-establish Emergency Control Organisation / Emergency Planning Committee (develop ToR and confirm membership with 11th Assembly)	Manager, Security and Building Services, February 2025	IP Q4: C
7. Implement findings of Taxation Compliance Review (TCR). Update CFIs/taxation guidance to address findings.	CFIs update - CFO, December 2024 High risk TCR findings – CFO, December 2024	IP Q4: C C

Treatment	Responsibility and timeframe	Quarterly implementation update (C / IP / NS)
	Medium/low risk findings, CFO, March 2025	C
8. Implement payroll related TCR recommendations. Payroll policies/procedures to address the findings.	Manager, HR and Entitlements, December 2024	C
9. Implement an intranet-based building fault reporting tool for response centralisation, fault monitoring and building services reporting and governance.	Manager, Security and Building Services, October 2024	C
10. Refresh ACT Property Group SLA to include regulatory compliance tasks/services	Manager, Security and Building Services, June 2025	IP Q4: IP
11. Potential Treasury Business Case for fire compartmentation project	Manager, Security and Building Services, February 2024	IP Q4: N/A
12. Redevelopment/ renegotiation of MOU between DDTS/Government and OLA/Speaker	Executive Manager, Business Support	NS
13. Implementation of relevant treatments under protective security register (i.e. INFOSEC and CYBERSEC)	Manager, IDS, June 2025	NS Q4:NS
14. Identify internal opportunities for shadowing technical officer/s in order to provide greater depth/resilience if one or both of these staff are unavailable.	Executive Manager, Manager, IDS, Technical Officer, June 2025	NS Q4:IP

Treatment	Responsibility and timeframe	Quarterly implementation update (C / IP / NS)
15. Develop procedures manual explaining the key functions associated with recording and broadcasting an Assembly/committee sitting/hearing.	Manager, IDS, Technical Officer, June 2025	NS Q4:NS
16. CFIs to be amended to more clearly state contract making delegations and to explicitly require that it is branch and section heads that review contracts for compliance prior to their signature (i.e. in exercising delegation to approve a procurement outcome or to enter into a contract, the delegate must assure themselves that relevant compliance requirements have been met and the commitment of funds/contract is underpinned by appropriate probity. Make clearer that delegate can only enter into contract/approve procurement plan up to value of their delegation.	CFO, December 2024	IP Q4: C
17. All Business Support delegates to undertake foundational procurement training (from fraud and corruption risk assessment)	Executive Manager, February 2025, February 2025	C
18. Develop timesheet checking FAQ for supervisors/training. Include guidance on timesheet checking for new MLAs at members' seminar	Manager, HR and Entitlements,	C
19. Development of customised fraud and corruption eLearning/ training module (include in induction and require at least every 2 years	Executive Manager / Senior Director Office of the Clerk, December 2025	C

4. Office of the Clerk

The Office of the Clerk, which includes the Education and Engagement Team, supports the Clerk in a range of governance, procedural and assurance related functions. Areas of focus for the year include, preparing resources and briefings for new Speaker and MLAs, finalising and testing business continuity arrangements, updating publications and content.

Office of the Clerk—Action plan

Action	Responsibility and timeframe	Quarterly implementation update (C / IP / NS)[3]
Priority 1—Our people and culture		
1. Recommence lunchtime procedural seminars for MLAs / their staff / OLA staff	Clerk, Executive Officer, ongoing	C
Priority 2—Enhancing communication, processes, and systems		
1. Incoming Speaker's brief	Senior Director, October 2024	C
2. Update website for 11th Assembly—members' bios	Education and Engagement team, November 2024	C
3. New photos for members, update electoral map	Education and Engagement team, December 2024	C
4. Develop evergreen content for website education materials, including one-minute animated video explainer	Education and Engagement team, June 2025.	C

[3] C—Completed IP—In Progress NS—Not Started

Action	Responsibility and timeframe	Quarterly implementation update (C / IP / NS)[3]
5. New tiles for TV screen on London Circuit	Education and Engagement Officer, November 2024	C
6. New members guide	Senior Director	C
7. Revised guide for the Office of the Speaker	Senior Director	C
8. New members' induction program	Senior Director	C
Priority 3—Institutional and organisational strengthening/resilience		
1. Exposure draft bill to enhance independent of the Office	August / September 2024, Senior Director	C
2. Annotated standing orders	Clerk, June 2025	Q4: IP
3. Business continuity exercise (see also risk treatments)	Senior Director, June 2025	March—IP (contractor about to be engaged)

Office of the Clerk—Enterprise risk treatments

Treatment	Responsibility and timeframe	Quarterly implementation update (C / IP / NS)
1. Reminder to all section and branch heads about legislation register and schedule	Senior Director, December 2024	C
2. Conduct desktop exercise involving BCIMT, section heads (Carried from last year due to delay in finalising bcp materials).	Senior Director, June 2025	Q4: IP

Treatment	Responsibility and timeframe	Quarterly implementation update (C / IP / NS)
		planning for August exercise.
3. Child safety code and policy to be re-signed by parliamentary leaders in the 11th Assembly	Senior Director, February 2025	March—C
4. Finalise exposure draft bill to clarify operation of a number of enactments that potential interfere with the independence of the OLA and officers of the Assembly. Speaker to present in the Assembly.	Senior Director, September 2024	C
5. Development of curriculum matrix to demonstrate program alignment with the curriculum from year 3 to 12.	Manager, Education and Engagement, June 2025	C
6. Reminder emails to participants as well as MLAs involved in our programs close to the event."	Manager, Education and Engagement, June 2025	C
7. Review workforce planning and leadership succession arrangements.	Clerk / EMC, June 2025	Q4: EMC did discuss.
8. All branches/sections to continue updating key policies, procedures and other governance documents.	9. All branch heads, June 2025	ongoing
10. Audit and Risk Committee to review fraud and corruption risk treatment plan and policy framework.	Senior Director, June 2025	C

Treatment	Responsibility and timeframe	Quarterly implementation update (C / IP / NS)
11. Investigate in-house training fraud and corruption training.	Senior Director, June 2025	C
12. Undertake seminars for new members (invite Integrity Commission participation).	Senior Director, October 2024	C
13. Appointment of Ethics and Integrity Adviser, Commissioner for Standards.	Clerk, Senior Director, April 2025	March—IP Q4:—C
14. All Office of the Clerk Support delegates to undertake foundational procurement training	Senior Director, February 2025	Dec: IP Q4: C