



**Office of the Clerk of the House of Representatives**

*Te Tari o te Manahautū o te Whare Māngai*

## Statement of Intent

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For the years ending 30 June 2014 to 30 June 2016

Presented to the House of Representatives under section 39 of the Public Finance Act 1989



# Contents

	<b>Page</b>
<b>Foreword: Speaker of the House of Representatives .....</b>	<b>4</b>
<b>Ministerial statement of responsibility .....</b>	<b>5</b>
<b>Message from the Clerk of the House of Representatives .....</b>	<b>6</b>
<b>Chief Executive statement of responsibility.....</b>	<b>7</b>
<b>Nature and scope of functions .....</b>	<b>8</b>
<b>Strategic direction.....</b>	<b>10</b>
<b>Operating intentions .....</b>	<b>12</b>
<b>Managing in a changeable operating environment.....</b>	<b>21</b>
<b>Assessing organisational health and capability .....</b>	<b>23</b>

# Foreword: Speaker of the House of Representatives

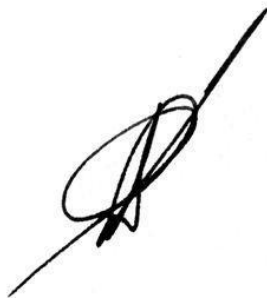
The Office of the Clerk is a small but important organisation at the core of our democratic system. Its central business is to provide secretariat support to the day-to-day functioning of the House and select committees. For a recently elected Speaker, an authoritative source of advice on parliamentary procedure is of critical importance.

I support the Clerk's intention to enhance the ability for members to carry out their day-to-day work and the public's engagement with Parliament. The projects that have been signalled in this Statement of Intent, such as the development of a communications strategy for Parliament, the captioning of the proceedings of the House for Parliament TV, trialling the webcasting of select committee hearings of evidence, and the plans to upgrade, standardise, and integrate various publishing systems will ensure that this intention becomes a reality.

Given the major economic challenges that New Zealand has faced and will continue to experience in years to come, a major expectation for the Office has been that it continues to deliver its outputs effectively while exploring further shared service relationships for achieving outcomes for Parliament. My expectation is no different, and I look forward to learning how the two agencies under my responsibility, the Office and the Parliamentary Service, progress their plans to work more collaboratively during the years covered by this Statement of Intent, both to achieve cost efficiencies and to ensure that Parliament remains relevant and respected.

Finally, the New Zealand Parliament will host the 22nd Conference of Speakers and Presiding Officers of the Commonwealth, over which I will preside in January 2014. This conference is important because it contributes to our Parliament meeting its obligations as a member of the international parliamentary community, and provides a unique professional development opportunity for Speakers. The conference will bring to our shores Speakers and Presiding Officers from throughout the Commonwealth, and enable more of my colleagues from neighbouring Pacific countries to participate than would ordinarily be the case. The organisation of this conference is a significant responsibility for the Office of the Clerk, but I am confident that it will be delivered to a high standard and to the satisfaction of all delegates.

I endorse the Office's Statement of Intent and consider that its direction is consistent with my expectations.



Rt Hon David Carter  
**Speaker of the House of Representatives**

## Ministerial statement of responsibility

I am satisfied that the information on future operating intentions provided by the Office of the Clerk of the House of Representatives in this Statement of Intent and the Information Supporting the Estimates is in accordance with sections 38, 40, and 41 of the Public Finance Act 1989, and is consistent with my requirements and performance expectations as Responsible Minister for the Office.

A handwritten signature in black ink, appearing to be 'David Carter', written over a diagonal line that extends from the bottom left towards the top right.

Rt Hon David Carter  
**Speaker of the House of Representatives**

## Message from the Clerk of the House of Representatives

The intentions highlighted by this Statement of Intent show that Parliament as an institution is not static, rather it evolves, requiring the Office to identify improvements in how it services the House and its committees. Technology also advances rapidly, resulting in new demands by both members and the public that information about what Parliament is doing be accessible in a very timely manner, through different devices.

To respond to these expectations, my Office will undertake a number of projects designed to ensure members have access to the information they require to carry out their constitutional duties regardless of where the information is generated, or the device on which they choose to retrieve it. The projects will also facilitate greater public participation in parliamentary proceedings. The merger of the Office's computing network with that of the Parliamentary Service, which will take place during the first half of 2013, will ensure that these developments are well supported by a strong, seamless information technology infrastructure.

The merger is the first of many important steps in achieving stronger collaboration between the Office and the Parliamentary Service. While both agencies have shared a range of administrative and legal services for many years, closer ties are now being actively developed by the senior management teams, where our outcomes align and it is cost effective to do so. Sector governance arrangements are also being explored for shared services and a common work programme.

Reviews of the operation of the Standing Orders, the statutory framework for parliamentary privilege, and wider constitutional issues will require ongoing advice from my Office. Similarly, changes in public sector financial management arising from a greater government focus on primary outcomes and sector delivery are likely to require the Office to advise on legislative responses and procedural changes. The Office is also contributing to policy on the review of members of Parliament remuneration and services framework and providing input to developments around the application of freedom of information and privacy principles to Parliament. During the period covered, the Office will update and publish a new edition of *Parliamentary Practice in New Zealand*.

My commitment to maintaining the high calibre of staff in the Office and developing their professional and managerial skills is stronger than ever. The Office will concentrate on developing a workforce strategy and plan covering the period of this statement and beyond. Implementation of the plan will be reinforced through a stronger focus on staff engagement, and the introduction of talent and succession strategies.

A handwritten signature in blue ink, appearing to read 'M. Harris', with a long horizontal stroke extending to the left.

Mary Harris  
**Clerk of the House of Representatives**

## Chief Executive statement of responsibility

In signing this statement, I acknowledge that I am responsible for the information contained in this Statement of Intent for the Office of the Clerk of the House of Representatives. The information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriation (2012/13 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.



Mary Harris  
**Clerk of the House of Representatives**

28 March 2013



Rafael Gonzalez-Montero  
**Clerk-Assistant (Organisational Performance and Public Information)**  
**Chief Financial Officer**

28 March 2013

# Nature and scope of functions

## Legislative authority

The Clerk of the House of Representatives is the principal permanent officer of the House and carries out the functions required under section 3 of the Clerk of the House of Representatives Act 1988:

### 3 Functions of Clerk of the House of Representatives

The functions of the Clerk of the House of Representatives shall be—

- (a) to note all proceedings of the House of Representatives and of any committee of the House:
- (b) to carry out such duties and exercise such powers as may be conferred on the Clerk of the House of Representatives by law or by the Standing Orders and practice of the House of Representatives:
- (c) to act as the principal officer of the Office of the Clerk of the House of Representatives and, in that capacity, to manage that office efficiently, effectively, and economically:
- (d) to ensure that the members of the staff of the Office of the Clerk of the House of Representatives carry out their duties (including duties imposed on them by law or by the Standing Orders or practice of the House of Representatives) and maintain—
  - (i) proper standards of integrity and conduct; and
  - (ii) concern for the public interest:
- (e) to be responsible, under the direction of the Speaker of the House of Representatives, for the official report of the proceedings of the House of Representatives and its committees.

The Office of the Clerk, established under section 14 of the Act, assists the Clerk in carrying out these functions. It is the legislature's secretariat.

The Office administers a single vote and has two classes of outputs.

## Output Class: Secretariat Services for the House of Representatives

This appropriation is limited to the provision to the House of Representatives of professional advice and services designed to assist the House in the fulfilment of its constitutional functions, and enabling participation in, and understanding of, parliamentary proceedings.

## **Output Class: Inter-Parliamentary Relations**

This appropriation is limited to services to improve relations between the New Zealand Parliament and other parliaments, including providing advice on inter-parliamentary relations to the Speaker and members, establishing and implementing an annual programme of incoming and outgoing visits, developing and implementing individual visit programmes, assisting to build the capacity of the Pacific parliaments, supporting (including through travel to meetings overseas) the New Zealand Parliament's contribution on global issues at parliamentary organisations and hosting international parliamentary conferences.

## Strategic direction

The Office of the Clerk is a small, highly-focused servicing agency providing secretariat services to the House of Representatives. The House determines, dominates, and influences the work of the Office. The Office's outputs, systems, and structure have evolved in response to the needs of the House and those who interact with it.

Most of the Office's activities take the form of a longstanding range of advisory and information services – our outputs. The Office also advocates for the effectiveness of Parliament as a democratic institution. It does this on a day-to-day basis by providing procedural advice and advice on constitutional and administrative law issues, and from time to time it also takes a more visible role through speeches, papers, and articles. It may also make submissions to select committees and other forums.

The Office's strategy is focused on continuing to be able to deliver its outputs, and reviewing and improving those outputs. The Office aligns its outcome and outputs to the priorities of Parliament, rather than government priorities. Parliament's priorities are determined by its members and expressed in its day-to-day operations by the Speaker, and in a more strategic sense by the Standing Orders Committee. They are codified in Standing Orders and most of the Office's activities flow from that document.

We live in a changing world and Parliament as an institution is not static. It evolves, and its support requirements change. The Office has a role to identify opportunities for improvements in how it services Parliament. In all cases it references these opportunities against the needs of the House and its committees, and for the more significant ones, it refers them to the House to consider through the Speaker or the Standing Orders Committee.

The Office has developed four impacts or intermediate outcomes, through which it will contribute value to enhance the effectiveness of Parliament as an institution:

- Parliament remains relevant because it has the capacity to adapt its procedures
- Effective parliamentary scrutiny enhances government outcomes
- Public respect for the institution of Parliament grows because the public is informed about what Parliament is doing and able to participate
- Parliament's capacity is enhanced by members' engagement with other parliaments and inter-parliamentary organisations.

The end-to-end process linking the Office's outcome, its outputs, and its impacts to Parliament's needs can be seen in the diagram on the following page.

**Priorities for the New Zealand Parliament**

The ability to effectively undertake core functions of a Westminster-style Parliament

- Form a government
- Act as a legislature
- Provide representation
- Consent to taxation and expenditure
- Scrutinise the executive

**Outcome of the Office of the Clerk**

A legislature in which members of Parliament are able to discharge their constitutional duties in respect of the consideration of legislation and other parliamentary business, and interested parties are informed and able to participate

**Impacts – the things we can do to bring about a more effective legislature**

**Impact 1**  
Parliament remains relevant because it has the capacity to adapt its procedures

**Objectives**

- Input to the review of the operation of the Standing Orders, consideration of the statutory framework for parliamentary privilege, and other constitutional reviews assists to maintain Parliament's independence
- *Parliamentary Practice in New Zealand* updated and new edition published

**Impact 2**  
Effective parliamentary scrutiny enhances government outcomes

**Objectives**

- Support for financial scrutiny in the House and its committees assists members in their scrutiny role
- Support for legislative scrutiny in select committees assists legislative outcomes

**Impact 3**  
Public respect for the institution of Parliament grows because the public is informed about what Parliament is doing and able to participate

**Objectives**

- Communications strategy for Parliament developed
- Access to and integration of the information required by members to perform their constitutional duties in the House and committees and to facilitate public engagement enhanced
- *Hansard's* relevance and production efficiency enhanced and a captioning system delivered
- Access to select committee proceedings on the Parliament website enhanced and webcasting of select committee hearings of evidence pilot tested

**Impact 4**  
Parliament's capacity is enhanced by members' engagement with other parliaments and inter-parliamentary organisations

**Objectives**

- A high-level inter-parliamentary relations strategy developed
- Take up of opportunities for members' professional development arising from programmes run through international parliamentary organisations enhanced
- Commonwealth Conference of Speakers and Presiding Officers planned and delivered

**Outputs – our day-to-day services**

- Services to the House and committees of the whole House
- Services to select committees
- Information about the proceedings of the House and its committees
- Specialist procedural and legal services
- Inter-parliamentary relations services

# Operating intentions

## What are we seeking to achieve?

### Delivery of outputs

In summary, we seek to achieve continued delivery of our existing outputs, and the majority of our effort will be spent here. Our outputs are set out below.

### Output Class: Secretariat Services for the House of Representatives

#### Services to the House and committees of the whole House

- procedural and operational advice to the Speaker and presiding officers and members
- servicing sittings of the House
- recording proceedings of the House
- maintenance of House records
- scrutiny of questions for oral and written answer
- certification of bills and their preparation for Royal assent
- Te Reo Māori interpretation and translation

#### Services to select committees

- procedural and operational advice to committee chairpersons and members
- servicing committee meetings
- informing committee consideration
- recording decisions of committees
- maintenance of committee records
- drafting committee reports
- brokering sources of subject advice to committees

#### Information about the proceedings of the House and its committees

- publishing the proceedings of the House and select committees
- covering and broadcasting the House on radio, television, and the Parliament website
- providing on-demand replay television coverage of the House
- providing television feeds to broadcasters and websites
- publishing summary information about the proceedings of Parliament

#### Specialist procedural and legal services

- specialist and high-level procedural and legal advice
- parliamentary policy development and advice
- parliamentary education services

- members' legislative drafting service
- administration of statutory functions under the Citizens Initiated Referenda Act 1993 and the Electoral Act 1993
- administration of the Register of Pecuniary and Other Specified Interests of Members of Parliament

### Output Class: Inter-Parliamentary Relations

- advice to the Speaker and members about inter-parliamentary relations
- development and management of the annual visit programme
- advice and services to individual visits
- advice and services aimed at building parliamentary capacity in Pacific parliaments
- planning, advice, and services supporting the hosting of parliamentary conferences
- secretariat services to local branches of inter-parliamentary agencies
- advice and services supporting engagement with inter-parliamentary organisations

Performance measures for the achievement of these outputs are set out in the *Performance Information for Appropriations*.

### Strategic drivers and themes

A strategy of continuous improvement consistent with Parliament's priorities underpins our planning and performance. The Office looks on an ongoing basis to enhance the services it provides to the House and its committees. It is also in a unique position to contribute to the ongoing development of the parliamentary process itself. The drivers and themes for this strategy of continuous improvement and development over the next three years are set out below, followed by specific objectives under each of the impact headings.

#### **Information required by members to perform their constitutional duties in the House and committees**

Over the next two years the Office will upgrade and standardise all of its publishing systems. It will work closely with the Parliamentary Counsel Office to integrate the LENZ system with its parliamentary publishing systems to enhance access to bills for members in the House and select committees. The Office will also work with the Parliamentary Service to ensure the IS infrastructure is in place to deliver seamless access for members to parliamentary and legislative information for each sitting day in the House in the form members choose to use.

The three agencies will work together to integrate the different types of information required by members to carry out their duties, so that they are available from a single source. Although some exploratory work is required, the Office's vision is to develop applications that can run on any device. The Office will consult with the Speaker, presiding officers, members, and other stakeholders to ensure that this solution meets their requirements.

While this is ambitious for a small agency, it is a top priority, and a carefully staged implementation is planned to ensure successful delivery.

## **Meeting the public's expectations for access to and the ability to participate in parliamentary proceedings**

Public expectation for access to and participation in parliamentary proceedings continues to grow. The Office will continue to support Parliament's response to this trend towards much greater openness. The Office recognises that, despite the availability of much more information, it can still be difficult for members of the public to easily find the information they are seeking about Parliament, and there is now a need for a more integrated approach to the provision of information. The public increasingly expects to be able to choose the means by which they access information, and they also expect to be able to easily search for a topic and find related information. In order for Parliament to remain relevant to today's public, the Office must support it to meet these expectations.

Part of this work will involve the development of an overarching communications strategy for Parliament. We need to better understand our stakeholders' requirements for openness and access to parliamentary proceedings and information about Parliament. The work will also give us information to prioritise the most cost-effective means of communication. We will implement the recommendations of the Standing Orders Committee to make parliamentary proceedings immediately accessible to the hearing-impaired community through closed captioning. The service will be developed as part of the review of the *Hansard* Production System.

The Parliament website now includes all select committee proceedings. This is a significant amount of material and we will examine the way in which it is presented into the future to ensure a high level of accessibility, given the Office's primary role in informing the public about what Parliament is doing and facilitating input to Parliament.

We are also in the early stages of examining options to film select committee hearings of evidence and make them available to the public via webcasts and podcasts. This project will commence with a pilot designed to establish the feasibility of webcasting select committee hearings of evidence from two committee rooms.

The Office's role as a broadcaster is a limited one, focused solely on broadcasting the proceedings of Parliament. There are many potential directions in which the broadcasting of Parliament could be expanded beyond the broadcasting of the live proceedings, replays, and summary programmes. The Office will continue to explore these options, bearing in mind the levels of broadcasting expertise and resources required and that they may not necessarily fit well with the Office's core functions.

In 2013 the Office will undertake the renegotiation of the suite of contracts that cover the televising of Parliament. Cost pressures are expected to be a significant part of the negotiation. The expectation is that the full range of radio and television broadcasting may not be able to be sustained over the longer term and some trade-offs may be needed. This will involve consultation with the different stakeholders, but it is anticipated that the solution may be able to be designed so as to enable costs to be absorbed within existing resources.

## **Support for parliamentary scrutiny**

The House's financial scrutiny is not routinely as rigorous as its legislative scrutiny. The Office will continue to seek opportunities to enhance support of the House's financial scrutiny functions. This work will focus on developing a parliamentary response to public sector management and government financial management changes arising from the drive for better public services.

The House's legislative system is highly regarded, particularly the contribution that public participation makes. Bills and the policy they seek to deliver receive rigorous scrutiny.

However, there is room to enhance scrutiny of constitutional and administrative law issues and regulatory impact, including cost benefit and value for money considerations in legislation – issues that policy advisers do not always address. The Office will develop its resources to provide improved assistance to select committees in these areas.

### **Maintaining Parliament's relevance and independence**

The Office will continue its advocacy for Parliament. A properly resourced independent Parliament is critical to New Zealand's system of representative democracy. The upcoming review of the operation of the Standing Orders, to be undertaken by the Standing Orders Committee, will require innovative advice on House and committee procedure. Consideration of the statutory framework for parliamentary privilege requires input from the Office to ensure the place of parliamentary privilege is well understood and Parliament's independence maintained. The Office will continue to contribute to the thinking on New Zealand's wider constitutional arrangements and the impact of freedom of information and privacy principles on Parliament.

The Office also plans to update *Parliamentary Practice in New Zealand* (McGee) during the period of this Statement of Intent. A new edition will provide extensive up to date information on parliamentary procedure and practice, which is of great value to parliamentarians and the public. It will enhance public understanding of Parliament and its processes and in so doing should facilitate greater public participation. The newly implemented corporate approach to undertaking this work is deliberately aimed at enhancing the development of the Office's procedural capacity.

### **Increasing the effectiveness of the inter-parliamentary relations function**

The Office will develop a high-level strategy detailing Parliament's priorities with regards to inter-parliamentary relations aimed at promoting relationships with other parliaments and strengthening bilateral relationships and participation in inter-parliamentary organisations, as well as supporting developing democracies in the Pacific. This will require consultation with the Speaker, members, the Ministry of Foreign Affairs and Trade, the Visits and Ceremonial Office of the Executive Government Support Group of the Department of Internal Affairs and other relevant stakeholders. There is also scope to enhance the inter-parliamentary relations programme to provide greater opportunities for the New Zealand Parliament and its members to reciprocate visits and participate actively in events organised by inter-parliamentary organisations, to increase participation of select committees and parliamentary friendship groups, and to contribute further to members' professional development.

As part of meeting its international obligations the New Zealand Parliament will host the 22nd Conference of Speakers and Presiding Officers of the Commonwealth early in 2014. The conference provides a unique professional development opportunity for Speakers. Hosting it in the South Pacific will provide a very valuable opportunity for Speakers of Pacific parliaments.

**Impact 1  
Parliament remains relevant because it has the capacity to adapt its procedures**

**Objectives**

<p><b>Input to the review of the operation of the Standing Orders, consideration of statutory framework for parliamentary privilege, and other constitutional reviews assists to maintain Parliament's independence</b></p>	<p><b>How will the Office measure success in achieving this objective?</b></p>
<p>The Clerk will provide evidence and advice to the Standing Orders Committee's review of the operation of the Standing Orders and will contribute to other reviews – providing a parliamentary perspective that assists understanding of Parliament's position and independence.</p>	<p>The Clerk's position is communicated in respect of reviews.</p>
<p><b>Parliamentary Practice in New Zealand updated and new edition published</b></p>	<p><b>How will the Office measure success in achieving this objective?</b></p>
<p>The Office will revise and update this publication to reflect changes since its last edition, and publish it.</p>	<p>The information contained in the publications will be accurate and up-to-date, and delivered on time.</p>

**Impact 2**  
**Effective parliamentary scrutiny enhances government outcomes**

**Objectives**

<p><b>Support for financial scrutiny in the House and its committees assists members in their scrutiny role</b></p>	<p><b>How will the Office measure success in achieving this objective?</b></p>
<p>The Office will continue to review support for the House's financial scrutiny role with the Controller and Auditor-General and providers of specialist advice to select committees and develop ways to:</p> <ul style="list-style-type: none"> <li>• enhance levels of support for select committee scrutiny of the performance and spending proposals of government departments, State enterprises, and other public organisations</li> <li>• encourage wider consideration of select committee scrutiny reports and their recommendations.</li> </ul>	<p>The Clerk of the House and a survey sample of members agree that support for scrutiny has improved.</p>
<p><b>Support for legislative scrutiny in select committees assists legislative outcomes</b></p>	<p><b>How will the Office measure success in achieving this objective?</b></p>
<p>The Office will continue to develop a co-ordinated system of examining legislation for constitutional and administrative law issues and providing advice to select committees.</p>	<p>The Clerk of the House and a survey sample of members agree that support for scrutiny has improved.</p>

**Impact 3  
Public respect for the institution of Parliament grows because the public is informed about what Parliament is doing and able to participate**

**Objectives**

<p><b>Communications strategy for Parliament developed</b></p>	<p><b>How will the Office measure success in achieving this objective?</b></p>
<p>This will involve the development of a consistent overarching communications plan that identifies current and potential audiences, and users of parliamentary information by sector.</p> <p>It will draw together Parliament's communications to provide a framework that will enable more effective and efficient access to information and enhance decision making about the use of current resources, new development, and the management of issues and risks.</p>	<p>The convergence of communication technologies and the consistency of services delivered and evaluated against defined success criteria, by analysing website usage statistics, and by conducting surveys and discussions with service users and other stakeholders to determine whether the range and quality of services are meeting their requirements.</p>
<p><b>Information required by members to perform their constitutional duties in the House and its committees and to facilitate public engagement enhanced</b></p>	<p><b>How will the Office measure success in achieving this objective?</b></p>
<p>The Office will work with the Parliamentary Counsel Office and the Parliamentary Service to integrate the different types of information required by members to carry out their duties, so that they are accessible from any device.</p>	<p>The Speaker and members are satisfied and use the solution developed.</p>

<p><b><i>Hansard's</i> relevance and production efficiency enhanced and a captioning system delivered</b></p>	<p><b>How will the Office measure success in achieving this objective?</b></p>
<p>The Office will review the impact of convergence of information and communications technology on <i>Hansard</i> and clearly define its place and role, so as to determine future publication processes and systems. The current <i>Hansard</i> Production System (HPS) has to be replaced. It is based on now outdated technology and the new system will provide greater efficiency. A high-quality closed captioning service for Parliament TV will be developed as part of the HPS re-development. It will utilise the skills and capabilities of <i>Hansard</i> staff and will also contribute to efficiencies in <i>Hansard</i> production.</p>	<p>The review results in the production of the record in a form that is accurate and timely and that meets the needs of a variety of stakeholders and users. Success will be evaluated through feedback from stakeholders and analysis of the Parliament website usage.</p>
<p><b>Access to select committee proceedings on the Parliament website enhanced and webcasting of select committee hearings of evidence pilot tested</b></p>	<p><b>How will the Office measure success in achieving this objective?</b></p>
<p>The Office will review the way that select committee information, particularly committee proceedings are arranged on the Parliament website. It will work to improve the accessibility of these documents by making them easier for website users to search and locate, without necessarily having detailed knowledge of the item of business to which they relate. The Office will also pilot test filming of select committee hearings of evidence and make them available to the public via webcasts and podcasts.</p>	<p>A reference group of website users created and consulted over the review and pilot test. Success will be measured by their agreement that access to select committee proceedings has been enhanced.</p>

**Impact 4  
Parliament's capacity is enhanced by members' engagement with other parliaments and inter-parliamentary organisations**

**Objectives**

<p><b>A high-level inter-parliamentary relations strategy is developed</b></p>	<p><b>How will the Office measure success in achieving this objective?</b></p>
<p>The Office will develop a high-level strategy detailing the New Zealand Parliament's priorities with regards to inter-parliamentary relations.</p>	<p>Success will be measured through evaluation, feedback, and discussions with the Speaker and members to ensure their expectations are being met.</p>
<p><b>Take up of opportunities for members' professional development arising from programmes run through international parliamentary organisations is enhanced</b></p>	<p><b>How will the Office measure success in achieving this objective?</b></p>
<p>The Office will investigate specific opportunities for members' professional development arising from programmes run through international parliamentary organisations. It will work with the Parliamentary Service to enhance options for the take up of these opportunities.</p>	<p>Success will be measured through evaluation, feedback, and discussion with members about the relevance of events included in the programme.</p>
<p><b>Conference of Speakers and Presiding Officers of the Commonwealth is planned and delivered</b></p>	<p><b>How will the Office measure success in achieving this objective?</b></p>
<p>The Conference of Speakers and Presiding Officers of the Commonwealth in January 2014 will be planned and delivered.</p>	<p>Success will be measured through evaluation and feedback from delegates and the conference's secretariat.</p>

# Managing in a changeable operating environment

## External environment

Any assessment of the environment during the period of this Statement of Intent will continue to be dominated by the economy and, in particular, the fiscal situation as it affects the State sector. For these reasons, the medium-term future will remain a period of consolidation, with service improvements being incremental and funded internally except where new or particular one-off services are required.

Looking ahead, there are underway a number of significant reviews with implications for Parliament and our system of representative parliamentary democracy. While the outcomes are not yet certain, there will be challenges and opportunities for the Office. In addition, changes in public sector management arising from a greater focus on primary outcomes and sector delivery are likely to require a legislative response and procedural changes.

## Parliament sector development

The Office is distinct from the other agencies in the parliamentary complex in that it is almost entirely focused on servicing the institutions of Parliament: the House and its committees, rather than members or Ministers in their individual capacities, or the Government. While shared administrative and legal services have existed for many years, closer ties between the Office of the Clerk and the Parliamentary Service – the parliamentary agencies – are now being actively developed where our outcomes align and it is cost effective to do so.

Joint governance and management arrangements will enable both agencies to develop Parliament sector outcomes that will ensure that Parliament remains relevant and respected. It will also enhance seamless service delivery and greater co-ordination of policy advice. Sector governance arrangements are currently being explored. The senior management teams from both agencies have identified areas for further collaboration that may form a common work programme.

The Office also collaborates with the three agencies of government located in the parliamentary complex (the Parliamentary Counsel Office, the Department of Internal Affairs (Executive Government Support Group), and the Department of Prime Minister and Cabinet) to ensure the efficient utilisation of resources, particularly in the area of information and communication technology, while preserving its independence from the Executive. The Office is working closely with the Parliamentary Counsel Office over the next two years to enhance access to bills for members in the House and select committees, as part of a wider project to enhance access to, and the integration of, the information members need to perform their roles in the House and its committees.

## Risks

The internal risks to the Office can be considered in terms of the assets that deliver the services: people and information technology.

In order to enhance its ability to manage business process risks, the Office will review its risk management framework, to enhance the way it examines business risks and formulates responses systematically.

The Office sees the “human” risks to its ability to service Parliament coming from the potential loss of key staff, and any erosion of its traditional high standards of personal propriety and ethics. The Office will continue to work on developing backup and overlap capability between key personnel, and succession planning for key roles, particularly those supporting and providing high-level procedural advice. Reinforcement will also be given to the importance and day-to-day relevance of the Office’s values – impartiality, expertise, accuracy, and integrity – to its reputation.

Now that the Office is close to finalising and testing its own business continuity plan, it will work with other agencies on the parliamentary complex to complete a project, led by the Parliamentary Service, to develop a complex-wide business continuity plan in the event of a serious disaster that makes the complex uninhabitable.

Further work will be carried out with the Parliamentary Service on the Office’s offsite backup facility for the information technology activities that support the institution of Parliament, in particular, processes supporting key publications required for the sittings of the House and its committees, such as the Order Paper, *Hansard*, questions for oral answer, the *Journal*, and select committee reports. Whilst short-term processing can be undertaken manually, the damage caused to information technology services in even a moderate incident could take several weeks, if not months, to repair, and has the potential to seriously impede the operation of the House and its committees.

In this context we are also working with the Parliamentary Service to provide the same level of protection for the Parliament website. The website is now the major source of information on parliamentary proceedings. It is critical to the operation of Parliament and public participation in the parliamentary process.

**Capability objective**

<b>Risk management framework reviewed</b>	<b>How will the Office measure success in achieving this objective?</b>
The Office will review its risk management framework to enhance the way it examines business risks and formulates responses systematically.	The new framework is approved by the Senior Management Team and embraced by all staff in the Office.

# Assessing organisational health and capability

## People

The need to deliver more on what is, at best, a static funding base affects the way we organise and develop our people. The Office will develop a workforce strategy and produce a workforce plan that provides:

- clearer accountabilities to ensure we attend to all aspects of our outcome, particularly to ensure “interested parties are informed and able to participate” and, in so doing, enhance respect for and relevancy of Parliament
- capacity to enhance our institutional knowledge and advocacy for Parliament, in order to keep Parliament relevant by having the capacity to change its procedures
- the opportunity to develop pools of talent for succession purposes, and provide career opportunities for our staff in a tight fiscal climate
- effectiveness and efficiency gains, to allow the Office to navigate successfully through a period of fiscal restraint
- the opportunity to strengthen innovation while focusing on good risk and process management
- assurance that the Office’s workforce is able to support its strategy now and in the future.

The Office of the Clerk’s reputation for high-quality services requires high-quality, well trained, and experienced staff. It also requires them to be engaged with their work and the Office. For this reason, the Office will measure engagement through annual engagement surveys. The Office’s leadership team will focus on areas for improvement highlighted by staff responses with the aim of improving engagement levels each year.

## Capability Objective

<b>Workforce strategy developed and workforce plan produced</b>	<b>How will the Office measure success in achieving this objective?</b>
This is a new initiative for the forecast period. Its purpose is to provide assurance that the Office’s workforce is able to support its strategy now and in the future.	The workforce plan is approved by the Senior Management Team and meets the standards set by the State Services Commission on the four-year plans.

## Information technology

The Office has owned and managed its computing infrastructure since the mid-1990s. It uses this infrastructure as the platform for its line-of-business applications, local area network, and commodity desktop applications. It works closely with the Parliamentary Service, which provides networking and core routing services across the parliamentary complex, including email and internet access. Four permanent, full-time staff are employed by the Office to manage and support its computing infrastructure.

During the first half of 2013, the Parliamentary Service will take over the Office's infrastructure and mobile devices. The Office believes that this change will deliver enhanced services to the House, select committees, and members, and will provide cost efficiencies for both the Office and the Parliamentary Service. As a major publisher, broadcaster, and the custodian of the parliamentary record, the Office will retain its line-of-business applications, and they will become the focus of the Office's IS group.

### Capability objective

<b>The Office's computing network is merged with that of the Parliamentary Service</b>	<b>How will the Office measure success in achieving this objective?</b>
The Parliamentary Service provides the Office's IS infrastructure and mobile devices.	The merger will take place on time and on budget, and will deliver cost and service efficiencies to the satisfaction of the Speaker and the Office's Senior Management Team.

## Equal employment opportunities

The Office has a range of policies that assist with promotion of equal employment opportunities. Systems are in place to ensure that starting salaries are consistent across the Office and over time. It is satisfied that its pay and employment systems are being applied equitably. The median female pay rate on 30 June 2012 was 91% of the median male pay rate, compared with 94% in 2011.

The Office continues to strive to ensure that it is seen as representative of the New Zealand population, and responsive in providing its services to the diverse range of New Zealanders. On 30 June 2012, 9.5% of employees claimed Māori ethnicity, compared with 7.4% in 2007. Recruitment of staff of other ethnicities (in particular, Pacific and Asian) has also increased, so that the proportion of employees who declared ethnicity other than Pākeha/European in 2012 was 23.8% compared with 15.4% in 2007.

## Departmental capital intentions

The Office's capital appropriation will be used for upgrading and developing the services it provides to Parliament. The Office's capital appropriation for 2013/14 is \$797,000 and from 2014/15 is \$512,000. The Office has invested in a number of capital developments in the past to help in the achievement of its objectives. Most of these are information technology based with a smaller investment in furniture and office equipment. These investments are reviewed regularly and upgraded to maintain the Office's capability.

During the coming three-year period, the Office intends to enhance its operations with the following capital developments:

- review and upgrade of computer software for the central data store for the retention and tracking of parliamentary business – the Core Parliamentary Data System (CPD System)
- review and upgrade of the *Hansard* Production System (HPS) and development of a captioning service for Parliament TV
- review and upgrade of the Questions for Written Answer System (QWA System) application
- development of integrated applications for the provision of information required by members to carry out their duties and to enhance public engagement
- upgrade of the e-committee system
- ongoing upgrades for other publishing and document management systems.

The Office will also transfer its information technology assets to the Parliamentary Service as part of the merger of the computing infrastructure.