

Corporate Plan

2026–30

Covering reporting
period Financial Years
2026–27 to 2029–30



This document, the 2026–30 Parliamentary Workplace Support Service Corporate Plan, is licensed under the Creative Commons Attribution 4.0 International License (<https://creativecommons.org/licenses/by/4.0>), except for:

- the Commonwealth Coat of Arms
- any images and photographs unless marked as being included under CC BY
- any protected names, symbols and registered trademarks
- content identified as being provided by third parties.

This licence does not permit commercial uses. You can copy and distribute the material in any medium or format for non-commercial purposes only, as long as the material is not adapted and the creator is attributed.

Attribution

Please credit the Parliamentary Workplace Support Service using the following words: Commonwealth of Australia (Parliamentary Workplace Support Service).

If you create a derivative of this material, you should credit the agency using the following words on your derivative: Based on Commonwealth of Australia (Parliamentary Workplace Support Service) data.

Third party copyright

Whenever a third party holds copyright in material presented in this publication, the copyright remains with that party. You may need to seek their permission to use that material. This agency has made all reasonable efforts to:

- clearly label material where the copyright is owned by a third party
- ensure that the copyright owner has consented to this material being presented in this publication.

Enquiries regarding this license or any other use of this document are welcome.

Contact: contact@pwss.gov.au

Photography

All photographs throughout this document are attributed to Auspic, Department of Parliamentary Services.



Acknowledgement of Country

The Parliamentary Workplace Support Service acknowledges Aboriginal and Torres Strait Islander peoples throughout Australia and their continuing connection to land, water, culture and community. We pay our respects to Elders both past and present.



Contents

Introduction	1
Our Corporate Plan: a summary	2
Part 1 Parliamentary Workplace Support Service	3
Chief Executive Officer’s foreword	4
Operating context	5
Performance	15
Part 2 Independent Parliamentary Standards Commission	19
Chair Commissioner’s foreword	20
Operating context	24
Performance	27
Appendices	31
Appendix A: Summary of changes to performance measures	32



Introduction

The Parliamentary Workplace Support Service Corporate Plan covers the functions of the Parliamentary Workplace Support Service (PWSS) and the Independent Parliamentary Standards Commission (IPSC). The plan outlines the key activities, capabilities, partners and enterprise risks that the agency will take into consideration in the years ahead. It also describes the agency's operating environment and details the measures against which performance will be assessed and reported.

The PWSS Chief Executive Officer (CEO) is responsible for overseeing the delivery of HR advice, professional development, policy development and work health and safety support to parliamentarians and their staff. The CEO is also responsible for overseeing the provision of wellbeing support and workplace conflict resolution to all people who work in Commonwealth parliamentary workplaces (CPWs). In addition to these responsibilities, for the purposes of the *Public Governance, Performance and Accountability Act 2013*, the CEO is the Accountable Authority for the PWSS (including the PWSS Advisory Board) and the IPSC.

While the CEO is the Accountable Authority for the IPSC, the IPSC maintains operational independence in the delivery of its functions. The IPSC consists of a Chair Commissioner and Commissioners appointed by the Special Minister of State. Each body has specific functions outlined in their enabling legislation. The PWSS supports the IPSC to discharge its duty to receive, consider and investigate complaints regarding relevant conduct outlined in the *Parliamentary Workplace Support Service Act 2023*.

Our Corporate Plan includes a separate section for the IPSC. This is consistent with the PWSS and the IPSC being separate programs in the Portfolio Budget Statements. The bodies do, however, share various services and processes, and comply with common policies and instructions including the Accountable Authority Instructions and the Commonwealth Risk Management Policy. In addition, the PWSS response to the Australian Public Service (APS) Strategic Commissioning Framework covers APS employees across both the PWSS and the IPSC.

We have recently updated our performance measures and key activities to ensure we can track our delivery of services aligned to our purpose and vision. This evolution will continue to position us as a leading parliamentary support agency. We will continue to develop measures to support the inclusion of new key activities to measure the impact and effectiveness of our advice, support and early intervention services.

Our Corporate Plan: a summary

Vision

Parliamentary workplaces are exemplary, recognised as safe and respectful, and attract professional and high-performing staff.

Purpose

To build and maintain a safe, respectful and inclusive parliamentary workplace through human resources advice, training and professional development, work health and safety advice, and trauma-informed complaint resolution and counselling.

Outcome

Support Commonwealth parliamentary workplace participants to build and maintain safe and respectful workplaces, including by supporting positive cultural change and providing human resource functions to parliamentarians and their staff.

Role

Deliver a human resources service for parliamentarians and their staff and provide a support service for all who work in Commonwealth parliamentary workplaces.

Key performance activities

- 1 Deliver education, awareness and capability-building programs that foster a culture of safety, respect and inclusion in Commonwealth parliamentary workplaces.
- 2 Conduct complaint investigations.

Outputs

Provide education and training to parliamentarians and their staff.

Develop and review HR-related policies and guidance.

Provide HR advice to parliamentarians and their staff.

Provide workplace health and safety services to parliamentarians and their staff.

Collect and analyse information on CPWs.

Provide confidential counselling and support services to all CPW participants.

Facilitate the resolution of workplace complaints, including the provision of early intervention services.

Receive, consider and investigate complaints regarding relevant conduct outlined in legislation.

Strategic priorities

Deepen our understanding of the parliamentary workforce and the best ways to engage and support our clients.

Continue to develop and mature systems and processes that instil trust in our advice and services.

Work with other CPW participants to build a positive, safe and respectful culture across all CPWs.

Core values



Integrity



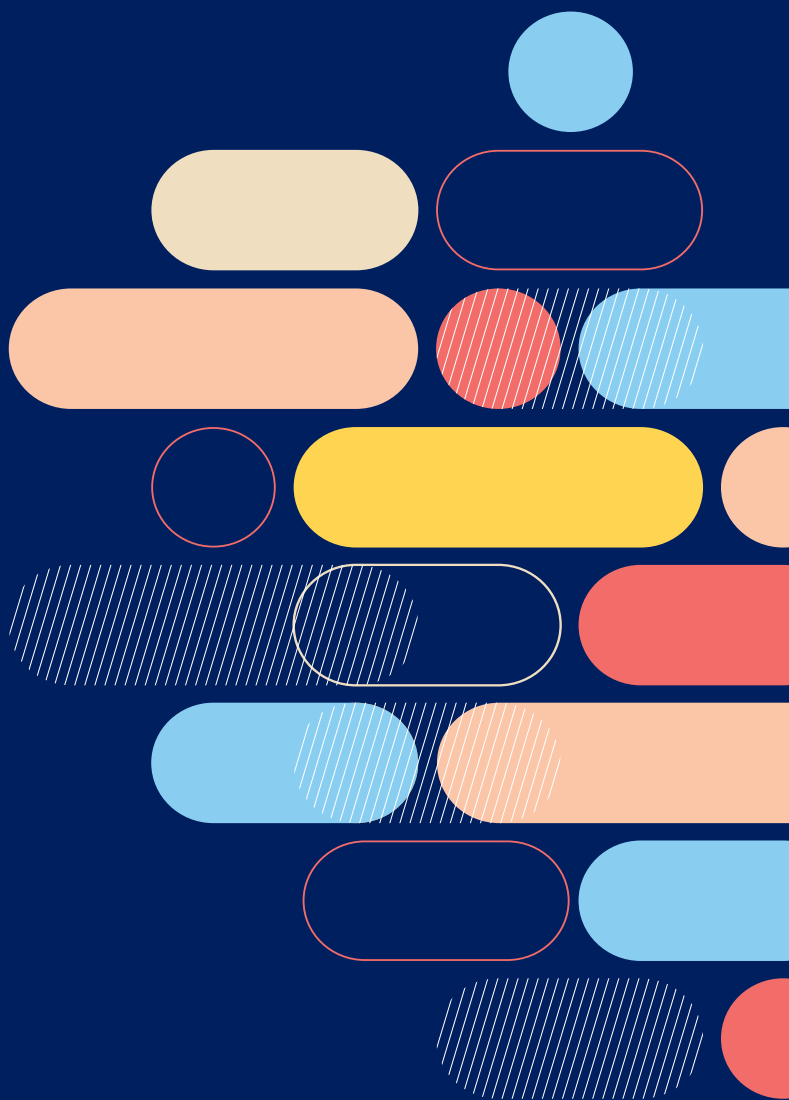
Collaboration



Leadership

Part 1

Parliamentary Workplace Support Service



Chief Executive Officer's foreword

The Parliamentary Workplace Support Service (PWSS) supports safe and respectful workplaces for parliamentarians, their employees and other Commonwealth parliamentary workplace (CPW) participants, and support the Independent Parliamentary Standards Commission (IPSC) to discharge their responsibilities.

The PWSS 2026–30 Corporate Plan reflects the critical role the agency plays in parliamentary workplaces. It outlines the breadth of activities we will undertake to support our purpose and vision, and ensures we continue delivering on our commitments to CPW participants and the government.

The agency has one key outcome: to support CPW participants to build and maintain safe and respectful workplaces, including by supporting positive cultural change and providing human resources functions to parliamentarians and their staff. We have recently updated the agency's performance measures and key activities to ensure we remain accountable and can track our delivery of services aligned to our purpose and vision. Our two new key activities will continue to position us as a leading parliamentary support agency known for being client focussed and providing reliable and contemporary service and expertise. These key activities underpin the things we do in our everyday work.

As outlined in this plan, the PWSS operates in a busy environment, with high levels of scrutiny and work intensity. In 2026–27 we will continue to focus on being responsive to the needs of our clients and will build and improve on our services. We use a tailored approach to support our clients to ensure they meet their workplace obligations particularly as members of the 48th Parliament are now established and requests for assistance evolve.

The capability and expertise of our people is crucial in our ability to meet the objectives of this plan and to continue to deliver high-quality outcomes for CPWs. We remain committed to building a relationship of trust with all those we come into contact with, delivering confidential services and reporting on our activities in a way that maintains the privacy of those who seek our assistance.

I am pleased to present our Corporate Plan 2026–30, prepared in accordance with paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.



Leonie McGregor

Chief Executive Officer

Parliamentary Workplace Support Service



Operating context

Operating environment

The PWSS operates within the federal parliamentary workplace. It is a complex, interconnected and evolving workplace that undergoes particularly significant change after each federal election. Commonwealth parliamentary workplaces (CPWs) are made of multiple workplaces that are geographically dispersed, have their own individual culture, utilise a range of different employment arrangements and do not report to one central agency or leadership structure.

Who we are and where we came from

The PWSS was established as a statutory agency on 1 October 2023 to support safe and respectful workplaces for parliamentarians, *Members of Parliament (Staff) Act 1984* (MOP(S) Act) employees and other CPW participants. The agency also supports positive cultural change in CPWs, provides centralised human resources support to parliamentarians and MOP(S) Act employees, and promotes the Behaviour Codes and Standards that were agreed by the Parliament in 2024. In October 2024 the *Parliamentary Workplace Support Service Act 2023* (PWSS Act) was amended to allow for the establishment of the Independent Parliamentary Standards Commission (IPSC).

The parliamentary workplace is a busy environment where there are high levels of public scrutiny and work intensity. This extends beyond Parliament House to other work environments, including electorate offices in every state and territory, bringing a high level of diversity in the workplaces our clients experience and the PWSS services.

We need to continually adapt our services to meet the needs of our clients in a constantly changing environment. This includes ensuring our support and development offerings are meeting their evolving requirements for support, development, mental wellbeing and physical security. Our Corporate Plan considers these factors carefully to assess the impact they may have on the achievement of our purpose.

Challenges

CPWs are made up of multiple workplaces that are geographically dispersed, have their own individual culture, utilise a range of different employment arrangements and do not report to one central agency or leadership structure. The channels to communicate with this diverse client base are fragmented and reaching our target audiences in a proactive manner can be challenging.

There is evidence that parliamentarians and their staff are being exposed to increased psychosocial and physical security threats and the PWSS will continue to provide support to identify hazards and determine appropriate control measures to reduce health and safety risks.



Opportunities

The PWSS is one of several agencies that provide support to parliamentarians and their staff. Ensuring our clients know who to engage with for their particular needs or requirements remains a priority. In April 2026 the Independent Review of the Commonwealth Parliamentary Support System was announced. The PWSS will engage productively with the review team and looks forward to working with them.

We are committed to providing support for CPW participants who need advice or help in managing HR issues, shaping their office culture, or identifying and completing studies to support their growth and enhance performance.

We will continue to offer programs to educate members, senators and their staff, build understanding of the Behaviour Codes and Standards, and provide best-practice HR guidance. The Parliamentary Joint Committee on Parliamentary Standards has commenced an inquiry to review the Behaviour Codes in Commonwealth Parliamentary Workplaces. The PWSS will provide input to assist the committee as it considers the operation and effectiveness of the codes and standards so far.

We will focus on enhancing our learning and professional development offerings to meet the evolving and emerging needs of staff working in CPWs. This includes the development and delivery of a dedicated parliamentary workplace development program that will help build leadership capability for politicians and their staff. Over time this will build a depth of leadership experience that will positively influence the workplace culture and help CPW participants to access learning and development programs appropriate to their role and experience.

The establishment of the PWSS Consultative Committee will provide an additional avenue to engage constructively with parliamentarians and their staff on policies, procedures and training relevant to them, and to receive direct feedback from our clients on the services we provide.

Commencement of new data collection activities and publication of the second Commonwealth Parliamentary Workplace Report will provide further insights into the composition of CPWs. It will also inform evidence-based direction setting and performance measurement for the PWSS as it looks to support improvements to workplace culture. The agency will work with CPWs to increase participation in the next survey to help us gain more information to better support our clients.





Organisational capability

Our organisational capability is the combination of our people, culture, governance principles, processes, systems and knowledge. Strong organisational capabilities directly contribute to delivering on our purpose and key activities, ensuring we are well-positioned to support CPWs.

Our people

The PWSS has a workforce of 72 ASL for 2026–27. Our people are central to achieving our purpose and strategic objectives. We are committed to building a skilled, diverse and engaged workforce that is empowered to deliver high-quality outcomes for our clients. Our staff includes professionals such as human resources specialists, learning and development experts, psychologists and counsellors, legal professionals, data analysts and generalists with experience in both the public and private sectors. We also have a small team that looks after governance and internal support, including managing our ICT services, payroll and financial processes.

We will continue to work with our Advisory Board members Carmel McGregor PSM, the Hon Andrew Greenwood, Tanya Hosch AM and Liz Dowd. As outlined in the PWSS Act the board advises the CEO on the performance of the functions of the PWSS.

We recognise the importance of leadership that leads with integrity, upholds our values and builds capability. Through strong leadership, a safe and inclusive workplace, wellbeing and collaboration we support our people to perform at their best.

We are committed to maintaining safe work practices and workplaces for our people. We support our staff to manage their wellbeing through proactive wellbeing initiatives, flexible work practices and access to support services.

We take pride in fostering a workplace that embraces diversity and inclusion. As an equal-opportunity employer we are dedicated to building a team that mirrors the rich diversity of our country. We actively seek to bring together individuals with varied backgrounds and experience as we know this diversity strengthens our ability to support the Parliament and its workers.



In 2026–27 we will:

- build capability and career development pathways through targeted learning, development and continuous improvement initiatives
- foster a collaborative and inclusive culture that values diversity, encourages innovation and supports high performance
- consider the opportunities offered by Artificial Intelligence (AI) in accordance with the APS AI Plan
- participate in the Parliament of Australia Graduate Program
- respond proactively to feedback from the 2026 APS Employee Census and implement Census action plan activities
- participate in APS-wide enterprise bargaining and establish the PWSS's first Enterprise Agreement outlining the terms and conditions of employment for PWSS staff.

Strategic Commissioning Framework

The PWSS operates in line with the APS Strategic Commissioning Framework. Core work is done in-house in most cases, and any outsourcing of core work is minimal and aligns with the limited circumstances permitted under the framework.



How we work

We expect our people to strive for excellence collaboratively and with integrity by adhering to the following principles:

Professionalism

Our Mindset:
We value continuous learning and ongoing improvement.
We are deliberate about developing and enhancing our own capability and that of everyone in the parliamentary workplace.
We are curious about different perspectives and embrace the diversity.
We are discreet, we maintain confidentiality and are apolitical in all respects.
We are open and transparent in our approach.

Our Behaviours:
We respect and welcome diverse perspectives, and ensure our offerings address the unique contexts and circumstances of our clients.
We are impartial and ethical in our dealings.
We communicate with clarity to understand and be understood.
We welcome discussion, questions and respectful conversation.
We see feedback as integral to continuous improvement.
We demonstrate our leadership through visibility, authenticity, inspiration, empowerment and trust.

Trusted partnership

Our Mindset:
We are confident in our knowledge, experience and ability to add value for our clients.
We are a trusted partner and maintain confidentiality.
We are courageous and engage authentically.
We understand the complex and unique environment of the CPW.

Our Behaviours:
We are trusted partners: our credibility stems from the depth of our experience and our ability to empathise with our clients.
We exercise discretion in our judgements and in every interaction.
We explore issues to get to the heart of the matter.
We leverage our knowledge and expertise to provide evidence-based recommendations.
We have open and honest conversations, learn from our mistakes and hold ourselves accountable.

Result orientation

Our Mindset:
We drive a culture of achievement.
We ensure ideas and intended actions become a reality.
We are client and solutions focused and use a collaborative approach with colleagues.
We are open minded and adaptable.
We welcome feedback and value the opportunity to learn from our experiences.
We value and utilise the expertise of our colleagues.
We actively ensure stakeholders are kept informed.

Our Behaviours:
We strive to achieve the best possible outcomes.
We collaborate and leverage our network of relationships to present holistic, integrated recommendations.
We centre our clients and tailor our services to address individual circumstances and needs.
We work through challenging situations, solve problems and optimise what is possible.
We are flexible and respond positively to change.



Technology and data

We rely on a shared services arrangement to provide information and communications technology, security, data and infrastructure that enable us to perform our functions efficiently and effectively. We continue to keep abreast of new technologies and explore how to use these technologies in the delivery of our services. A key focus is the upgrade of our client management system. In parallel, the PWSS continues to consider the opportunities offered by AI solutions in alignment with the APS AI Plan and internal governance frameworks. The PWSS ensures that innovation is both responsible and secure, while delivering more consistent and high-quality outcomes.

In May 2026 the first Commonwealth Parliamentary Workplace Report was published. The report measures the relevant reportable items listed under section 22(2) of the PWSS Act and brings together information on the culture, workforce characteristics, performance and work health and safety of CPWs. Its purpose is to provide a shared evidence base to support Parliament's ongoing consideration of workplace culture, safety and performance.

Building on this foundation, information from PWSS services helps provide a clearer picture of how CPWs operate. This includes data from service delivery, work health and safety reporting, culture measurement and IPSC conduct complaints and referrals. Looking at these together helps connect what is happening day to day with broader workplace trends. It also supports a more practical and connected understanding of workplace culture, behaviour and performance across the parliamentary ecosystem.

This information also helps show where things are working well and where continued effort may be needed. For example, patterns in service use and training can point to areas where workplaces are engaging positively and maintaining good practices. At the same time, trends such as high workloads, wellbeing risks or lower confidence in reporting processes can highlight where more support may be needed. Using these insights the PWSS can better target its services, support parliamentarians and their staff to meet their workplace obligations, and contribute to ongoing improvement in workplace safety, respect and performance.

Cooperation and collaboration

Cooperating with all participants within CPWs is critical to ensuring we are all working together to positively influence the workplace culture and reinforcing safe and respectful workplace behaviours. The complex parliamentary ecosystem also requires the PWSS to collaborate with other parliamentary departments and APS agencies to provide cohesive and consistent support to our shared client base. We oversee and participate in a range of consultative bodies to maximise our consultations and proactively engage with our clients. We also welcome informal opportunities for people to provide feedback and work with us. We want to create opportunities for people working across CPWs to contribute to solutions and participate in helping us influence their workplace.

The agency participates in Parliamentary Department Heads meetings (a forum for coordination across the PWSS, Department of the House of Representatives, Department of the Senate, Department of Parliamentary Services and Parliamentary Budget Office) and the Parliamentary Administration Advisory Group (supporting the Parliamentary Department Heads by overseeing the implementation of corporate initiatives and services of common interest across the parliamentary administration).



Our key stakeholders include:

Parliamentarians who we provide services and support to throughout their term in the Australian Parliament. We engage with them via consultative bodies, party room briefings, newsletters and accountability mechanisms such as Senate Estimates to review and enhance our services.

MOP(S) Act employees who we provide services and support to and work with via consultative bodies such as the Work Health and Safety (WHS) Committee to continually refine and improve our policies and procedures.

Political parties and their nominated HR leads work with us to raise awareness of our services, encourage completion of relevant training and provide feedback on how best to tailor our services to their needs.

Ministerial and Parliamentary Services (MaPS), Department of Finance who we work closely with to provide advice to parliamentarians and their staff that is aligned with the MOP(S) Act, Commonwealth MOP(S) Enterprise Agreement, MOP(S) determinations and directions, and other relevant legislation as it relates to HR services and staff allowances.

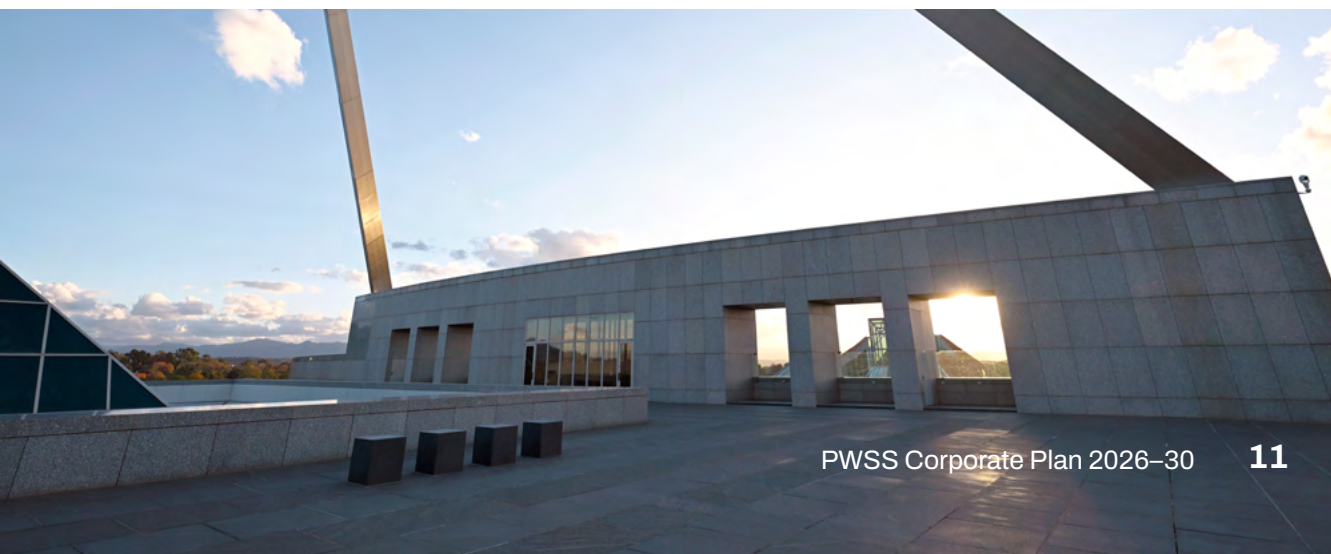
The Department of Parliamentary Services (DPS) works with us to provide our office accommodation, ICT services, finance and payroll services as well as physical security support.

The Departments of the House of Representatives and the Senate who provide administrative advice and support for parliamentarians.

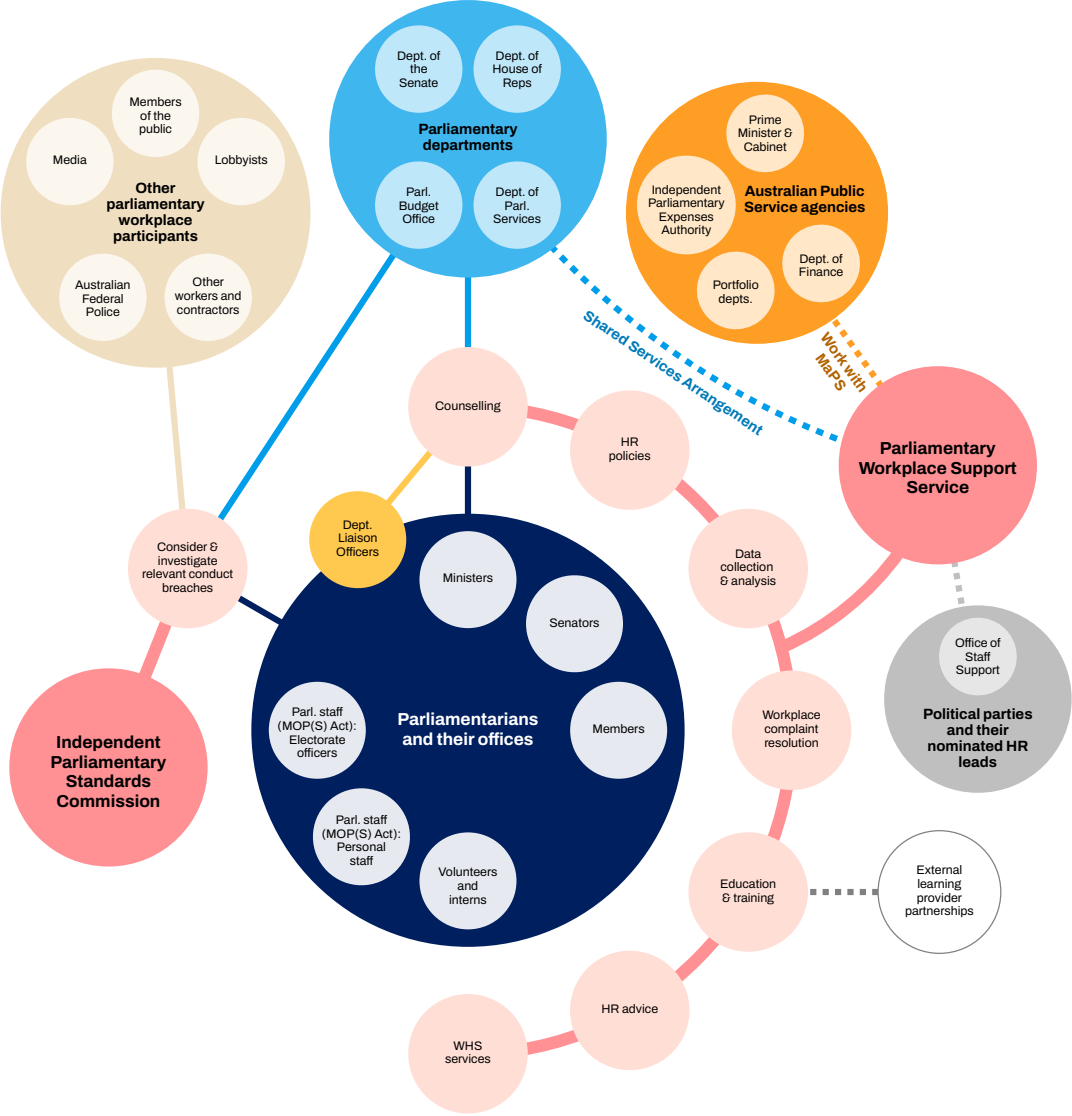
Other Commonwealth entities that provide payroll services, expense management and oversight, security, advice and support including:

- The Independent Parliamentary Expenses Authority
- Department of Finance
- Department of the Prime Minister and Cabinet
- Department of Home Affairs
- Australian Federal Police.

Non-government stakeholders including academia, think tanks and external learning providers.



Stakeholder map



Risk management

Our risk management framework enables the agency to effectively identify and manage risk at all levels to create and protect organisational value by managing risks, making more effective decisions, achieving our objectives more innovatively and improving our performance.

The framework aligns with the requirements of the Commonwealth Risk Management Policy and includes a risk management policy, along with risk and issues management procedures. It also provides clear responsibilities for all staff to consistently escalate and report on risk and issues. Identification, reporting and management of risk is iterative and needs to be incorporated in all activities and operations of the agency.

Our risk governance

Our Executive oversees the approach and effectiveness of the risk management framework and makes decisions about strategic risks. The strategic risks are continuously monitored and reviewed.

The Audit and Risk Committee provides independent advice to the CEO on our financial reporting, performance reporting, the design and operation of the agency’s risk and reviewing the system of risk and oversight.

Our strategic risks

The agency has four strategic risks which have the potential to impact our purpose. Our strategic risks and associated risk mitigations are detailed below:

Strategic risk	Description	Mitigations
Compliance and Policy	Does not meet expected standards of an HR agency or acts unlawfully or unethically.	• Staff onboarding includes familiarisation with APS and CPW Codes of Conduct, and the PWSS Act. • Policies, control plans and standard operating procedures are regularly reviewed. • Internal incident review and lessons learned procedures in place. • Staff have access to training and professional development opportunities. • Staff only offered employment after clearing security vetting and conflict-of-interest declaration to ensure impartiality in the political environment. • HR and financial delegations in place. • Mandatory training requirements in place for all staff.



Strategic risk	Description	Mitigations
Service Outcomes	Delivers inconsistent, fragmented or ineffective services.	• Regular contact with other support agencies at an operational and senior executive level and consultative bodies established with client stakeholders as members. • Standard operating procedures and guidance for staff to underpin consistent decision making. • Provide opportunities for cross-agency briefings, training sessions and project collaboration. • Publication of PWSS Business Continuity Plan (BCP) and BCP testing plan. • MoUs in place with key providers. • Internal governance structure. • All staff communication and information sessions
Workforce and Culture	Fails to attract, develop and retain a high-performing and skilled workforce capable of meeting current and future organisational demands.	• Recruitment and selection processes. • Training and development program for staff. • Provision of wellbeing support. • Workforce strategy/recruitment plan/employee value proposition. • Succession planning. • Performance and capability policy. • Mandatory training for all staff. • Mobility opportunities. • Induction process for new starters. • Reward and recognition approach.
Technology, Data and Security	Does not adequately protect or govern the use of data, digital systems or AI-enabled tools.	• Shared services arrangements in place for the provision of ICT network and security. • Work with DPS to be compliant with cyber security requirements including member of AI working group to regularly monitor AI use cases and new AI products. • Data breach response policies in place. • AI policy and transparency statement in place and staff required to complete Australian Public Service Commission AI in Government Fundamentals training. • Mandatory training for all staff on information management and APS code-of-conduct obligations and regular staff information sessions and reminders on privacy, maintaining integrity of data and AI use. • System access controls and continuous monitoring of information accessed. • Protective Security Policy Framework maturity reporting and fraud control plan in place and scheduled for periodic review. • Internal PWSS governance structures including oversight by the Audit and Risk Committee.



Performance



Our purpose

To build and maintain a safe, respectful and inclusive parliamentary workplace through human resources advice, training and professional development, work health and safety advice, and trauma-informed complaint resolution and counselling.



Outcome

Support Commonwealth parliamentary workplace participants to build and maintain safe and respectful workplaces, including by supporting positive cultural change and providing human resource functions to parliamentarians and their staff.

Program 1. Parliamentary Workplace Support Service



Key Activity 1: Deliver education, awareness and capability-building programs that foster a culture of safety, respect and inclusion.

To ensure we are delivering on this key activity, we will monitor and assess our performance against the following performance measures:

Performance measure 1: Delivery of workplace standards training



Planned performance result
Baseline to be established.



Performance assessment scale

Achieved

Planned performance result was met

Not Achieved

Planned performance result was not met





Rationale for measure

This measure assesses the delivery and uptake of workplace standards training as a core prevention activity and a foundational output that supports PWSS's performance narrative. This measure provides context for interpreting downstream effectiveness measures by demonstrating the reach and coverage of PWSS's education function. This measure supports performance reporting that is largely within PWSS's control and can scale as training content, delivery channels and participation expectations mature over time.



Methodology and limitations

This measure is calculated as a simple count of workplace standards training engagements completed during the year, including engagements delivered via both face-to-face and eLearning channels.

The initial scope of this measure should include engagement with the following courses:

- Safe and Respectful Workplaces.
- Employer Obligations.

Each course completion is counted as a separate engagement because each course covers a distinct aspect of workplace standards and represents a discrete training output.

The PWSS has defined in-scope stakeholders as MOP(S) Act employees, parliamentarians and Public and Parliamentary Service employees that may be eligible to complete the relevant courses. This will need to be applied consistently each year to support comparability, noting that the size of the in-scope population may change due to election-cycle turnover and workforce changes.

The PWSS may consider transitioning this measure to a percentage coverage measure in future if a defensible in-scope population denominator can be established. Percentage-based reporting would improve interpretability and mitigate sensitivity to changes in the size of the in-scope cohort.



Data source

The primary data sources for this measure are Learning Management System (LMS) training engagement records and a manual training register where training is delivered outside the LMS to ensure complete capture of data.





Performance measure 2: Awareness of PWSS’s role



Planned performance result
Baseline to be established.



Performance assessment scale

Achieved

Planned performance
result was met

Not Achieved

Planned performance
result was not met



Rationale for measure

This measure assesses whether people working in CPWs understand the roles of the PWSS, including when and how to engage with it.

Awareness of the role of the PWSS was also specifically identified by senior executives, recognising its importance as an enabler for downstream outcomes.

Given PWSS’s fairly recent establishment, and the commencement of new parliamentarians and staff in the 48th Parliament, this measure is particularly relevant.

Awareness of PWSS roles is an enabling condition for early help seeking and appropriate system engagement. This measure therefore captures an early outcome of prevention activities.





Methodology and limitations

This measure is calculated as the proportion of survey respondents who report an awareness of the role of the PWSS.

The Commonwealth Parliamentary Workplace Culture Survey includes a question designed to assess whether participants understand the role and functions of the PWSS. Responses will be collected using a Likert scale.

In implementing this measure the PWSS will:

- establish clear rules for interpreting survey responses, including how positive, neutral and unsure responses are treated when calculating awareness levels
- consider the use of behaviour-based or scenario-style questions over time to improve the accuracy of responses and reduce the risk of over reporting awareness
- consider the impact of response rates and potential self selection bias on the results, including publishing response rates and respondent characteristics alongside findings where appropriate.

These factors may affect how results are interpreted, particularly in the early years of the measure.



Data source

Data for this measure will be collected through a survey-based, self-reported knowledge check via the Commonwealth Parliamentary Workplace Culture Survey. This will consider stakeholder preferences for engagement with the PWSS and IPSC, and manage survey fatigue. Several other performance measures will also utilise data from the same survey.





Part 2

Independent Parliamentary Standards Commission

Chair Commissioner's foreword

I am pleased to present the Independent Parliamentary Standards Commission's (IPSC) Corporate Plan for 2026–30. The plan reflects our commitment to our purpose, vision, values and continued development.

The IPSC is an independent workplace investigatory body that considers allegations of breaches of the Behaviour Codes and Standards by Australian parliamentarians, their staff and people that work in Commonwealth parliamentary workplaces (CPWs) across Australia.

We share the Parliamentary Workplace Support Service (PWSS) aspiration: that parliamentary workplaces are exemplary, recognised as safe and respectful, and attract professional and high-performing staff. Our goal is to ensure that matters that come before the IPSC are dealt with fairly, effectively, in a timely manner and with integrity.

Over the past year we have strengthened our investigation framework as we implemented relevant aspects of the *Parliamentary Workplace Support Service Act 2023* (PWSS Act). The functions and powers of the IPSC and its Commissioners are detailed on our website: www.ipsc.gov.au.

In our second year of operation we are taking steps to continually improve awareness of our role, particularly the confidential and impartial way we conduct investigations and determine sanctions. The IPSC manages a sensitive balance between the need for awareness and confidence in our work, and the statutory obligations we have for confidentiality and privacy in our handling of matters.

The IPSC will not routinely publish statements about investigations however it does have discretion to publish a statement identifying a respondent parliamentarian if there have been repeated breaches of conduct requirements or if they have failed to comply with a sanction imposed by the IPSC. The IPSC's first statement was issued on 26 February 2026 following non-compliance with sanctions imposed.

I would like to thank my IPSC colleagues for their hard work and commitment and for their input into the development of this plan.



Rachel Hunter AO PSM

Chair Commissioner

Independent Parliamentary Standards Commission



About us

The IPSC is an independent commission established to investigate complaints and referrals about conduct of CPW participants. The IPSC supports safe and respectful workplaces for parliamentarians, their staff and other people who work in CPWs. The IPSC is established under the PWSS Act.

The Commission is led by a Chair Commissioner and supported by at least six additional Commissioners. Following an initial period of acting appointments the Commissioners were appointed on a permanent basis from 14 October 2025 for five-year terms, providing stable leadership for the IPSC through to 2030.

On 14 October 2024 the Australian Parliament passed a resolution to endorse the Behaviour Codes for Australian Parliamentarians and their staff, and Behaviour Standards for CPWs. The Special Minister of State signed a determination bringing the Behaviour Code for staff employed under the *Members of Parliament (Staff) Act 1984* (MOP(S) Act) into effect.

The Behaviour Codes recognise that parliamentarians and their staff have a shared responsibility to ensure that CPWs meet the highest standards of integrity, dignity, safety and mutual respect by administering the Codes and Standards for Parliamentarians.

Commissioners can investigate conduct issues that arise from a complaint or referral made to the IPSC, or issues that the Chair Commissioner becomes aware of in any other way.

A complaint can be made by a person who is a current or former:

- parliamentarian
- MOP(S) Act employee
- Parliamentary Service employee
- person who carries out work for a parliamentarian predominantly at a CPW (called 'designated workers' in the PWSS Act, e.g. a volunteer or intern) for post-Code conduct only
- other person who works predominantly at a CPW (called 'non-core participants' in the PWSS Act, e.g. a member of the press gallery or a contracted employee) for post-Code conduct only
- Australian Federal Police appointee or Australian Public Service employee (e.g. a Departmental Liaison Officer) predominantly working from Parliament House for post-Code conduct only
- COMCAR driver for post-Code conduct only.

Complaints can be made about a person who is a current or former:

- parliamentarian
- MOP(S) act employee
- person who carries out work for a parliamentarian predominantly at a CPW (called 'designated workers' in the PWSS Act, e.g. a volunteer or intern) for post-Code conduct only
- other person who works predominantly at a CPW (called 'non-core participants' in the PWSS Act, e.g. a member of the press gallery or a contracted employee).

A complaint can be made about the following allegations, no matter when it occurred: sexual assault, assault, sexual harassment, harassment, bullying and unreasonable behaviour towards another person that creates a risk to work, health and safety.

A key function of the Office of the IPSC is to assist the Commissioners in the performance of their functions. Whilst the PWSS makes resources and facilities available to the IPSC, the IPSC maintains functional separation from the PWSS.



Key activity

Conduct complaint investigations

Core priorities

The IPSC core priorities:

- Respond to complaints in a timely, trauma-aware and impartial manner.
 - Aim for resolution having fair and impartial regard for parties involved.
 - Build awareness of and confidence in the work of the IPSC.
-

Purpose

To investigate complaints and referrals regarding the conduct of parliamentarians, their staff and other people who work in a Commonwealth parliamentary workplace.

Vision

We share the PWSS ambition that parliamentary workplaces are exemplary, safe and respectful, and model the standards that the community would expect.

Values



Integrity: trustworthy, acting with consistency and adherence to ethical standards.



Respect: valuing and treating others with dignity.



Collaboration: bringing people together and working effectively with others to achieve common goals.



Resolution: consistently and effectively concluding matters having fair and impartial regard for the parties involved.

Operating context

Organisational capability

Workforce

As of 1 July 2026 the IPSC comprised the following appointments:

- Rachel Hunter AO PSM (Chair Commissioner)
- Barbara Bennett PSM (Commissioner)
- Mary Brennan (Commissioner)
- Colin Neave AM (Commissioner)
- Joseph Catanzariti AM (Commissioner)
- Joanne Muller AM (Commissioner)
- Adair Donaldson (Commissioner)

The Commissioners were permanently appointed by the Governor-General on 14 October 2025 and have the necessary expertise, credentials and standing required to investigate and make decisions about complex workplace conduct matters.

Commissioners are supported by a small team that assists in the performance of their functions and manages day-to-day operation activities.

The IPSC's physical location is within the parliamentary precinct but separate to the PWSS. Services are provided to the IPSC through the PWSS as its CEO is the Accountable Authority for the purposes of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).



Operating environment

The IPSC operates within the same federal parliamentary operating environment as the PWSS, characterised by high levels of public scrutiny, political sensitivity and work intensity. The IPSC complements the work of the PWSS – which provides human resources, complaint resolution, policy development, wellbeing and support, and education and training functions – with an investigative function that can investigate conduct that breaches the Behaviour Codes and Standards.

The introduction of the Behaviour Standards for CPWs, Behaviour Code for staff of parliamentarians and Behaviour Code for Australian parliamentarians establish expectations of behaviour and prohibited conduct.

Parliamentary privilege limits the IPSC's jurisdiction over conduct during formal proceedings of the Parliament however the IPSC supports cultural reform and accountability for behaviour outside those proceedings. This includes contributing insights to parliamentary inquiries with the IPSC providing a submission to the House of Representatives Procedure Committee inquiry into disrespectful behaviour towards other members in the Chamber in November 2025.

The operating environment is shaped by the cyclical nature of the three-year federal parliamentary term. The first year following an election can require awareness raising and education of the parliamentary codes of conduct.

While social media and digital communication platforms can serve as an important communication medium and facilitate engagement, it can also add to the complexity of the work environment.

Public perceptions of the conduct of parliamentarians can impact trust in institutions, reinforcing the importance of fair, transparent and consistent investigative processes.

The IPSC's environment is also influenced by developments in workplace law and regulatory practice, which continue to shape expectations of workplace conduct, procedural fairness and decision making.

Cooperation

The IPSC cooperates with the PWSS, Parliamentary Committees and the Department of Finance to achieve its purpose. Where necessary, the IPSC engages with other parliamentary departments and CPW participants.

Risk management

The IPSC takes a strategic, consistent and structured approach to managing risk to support its decision-making processes, improve performance and ensure sound governance.

The PWSS Risk Framework is utilised to provide direction and guidance on risk management. The framework draws on the International Standards Organisation’s ISO 31000:2018 Risk management guidelines and integrates risk management into all aspects of the IPSC’s activities.

IPSC Commissioners have reviewed the key and operational risks and continue to discuss risks at monthly meetings.

The key risks and how they are managed are outlined in the table below.

Key risk	How we will manage the risk
Confined statutory authority and visibility reducing IPSC’s ability to influence systematic change.	• Apply all available statutory powers and procedures to support fair, timely and consistent decision-making and encourage cooperation and integrity of processes. • Maintain transparency through public statements, published information, and formal reporting.
Parties deliberately seek to misuse the IPSC’s functions to the detriment of others.	• Strengthen oversight and decision-making practices, including applying all provisions of the legislation available to the IPSC, to ensure the complaints process is applied consistently and remains free from undue influence. • Maintain coordinated and disciplined communication to manage public narratives and protect the independence of the IPSC. • Apply clear, consistent thresholds for progressing or dismissing complaints to prevent misuse of the process.

Performance

Program 2. Independent Parliamentary Standards Commission

Key Activity 2.1: Conduct complaint investigations

Performance measure 1: Average time for an investigating Commissioner to make a decision on how to proceed with a matter



Planned performance result
Equal to or greater than the baseline established in 2025–26.



Performance assessment scale	
Achieved	Not Achieved
Planned performance result was met	Planned performance result was not met



Rationale for measure
The IPSC is focused on the timely triaging of conduct complaints received. This measure monitors the time taken to conduct a preliminary investigation of each matter received by the IPSC, e.g. time taken for a Commissioner to decide to investigate the issue, refer the issue, take no action or take no further action.



Methodology and limitations
Performance results for this measure will be reported by the average length of time (in days) across all cases received in the reporting period, from when an investigating Commissioner is allocated a new conduct issue (s24CD(1) of the PWSS Act) to when they make a decision as to how a conduct issue is to be dealt with (s24CF of the PWSS Act).

The timeframe for calculation will commence on the day a case is allocated to a Commissioner, not when it is received by the IPSC. The timeframe for calculation ends on the day a Commissioner makes their decision, not the day the parties are notified of the decision on how a matter is to be dealt with.

The number of cases may vary in number and complexity from year to year which may skew the average.



Data source
IPSC client management system records.

Performance measure 2: Average duration of investigations



Planned performance result

Equal to or greater than the baseline established in 2025–26.



Performance assessment scale

Achieved

Not Achieved

Planned performance
result was met

Planned performance
result was not met



Rationale for measure

The IPSC is focused on the timely finalisation of complaints where the Commission has decided to investigate the matter in line with the PWSS Act.



Methodology and limitations

Performance results for this measure will be reported by the average length of time (in days) across all cases assigned to a Commissioner during the reporting period, from the date a Notice of Investigation is given to a respondent to when the final investigation report is issued to relevant parties. The measure does not include the duration of any reviews requested and undertaken.

The number of cases may vary in number and complexity from year to year which may skew the average.



Data source

IPSC client management system records.

Performance measure 3: Awareness of IPSC's role



Planned performance result

Baseline to be established.



Performance assessment scale

Achieved

Planned performance
result was met

Not Achieved

Planned performance
result was not met



Rationale for measure

This measure assesses the extent to which stakeholders are aware of the IPSC, including the role of the IPSC and when and how to engage with it. The measure strengthens the IPSC's performance narrative because it helps to gauge whether people working in CPWs have knowledge of the IPSC following its recent establishment.



Methodology and limitations

This measure is to be calculated as a percentage, being the number of survey participants who have an awareness of the IPSC role divided by the total number of survey participants.

Clear scoring rules should be established in advance, including what constitutes a positive response and how neutral responses are treated, particularly where Likert scale questions are used.

Scenario-based or behaviourally anchored questions will not be used as they can reduce the risk of inflated self-assessment.

Participation rates and self-selection bias may impact the performance result.



Data source

Data for this measure will be derived from the Commonwealth Parliamentary Workplace Culture Survey. This will reduce overall survey burden.

Performance measure 4: Confidence in the IPSC



Planned performance result
Baseline to be established.



Performance assessment scale

Achieved

Planned performance
result was met

Not Achieved

Planned performance
result was not met



Rationale for measure

This measure assesses the extent to which stakeholders have confidence in the IPSC. Confidence is critical for the IPSC to fully realise its role in the system because willingness to engage with investigative processes depends on trust in fairness, impartiality and integrity.

The measure strengthens the IPSC's performance data because timeliness and operational metrics alone do not indicate whether stakeholders view the IPSC as independent and credible. A confidence indicator also supports interpretation of broader performance because it provides context for changes in engagement, cooperation and perceptions of procedural fairness over time.



Methodology and limitations

Confidence in the IPSC should be measured using a survey-based indicator, because stakeholder confidence is not observable from administrative data alone. Confidence should be assessed from a small number of defined drivers that reflect integrity in the investigation function. Confidence drivers will include:

- fairness of the IPSC investigation process
- perceived impartiality and absence of bias
- transparency of the investigation process
- confidence that matters are handled appropriately and confidentially.

A headline performance result can be calculated as the average of positive responses across the selected drivers, with driver-level results retained to support interpretation and targeted improvement.

Clear scoring rules should be established in advance, including what constitutes a positive response and how neutral responses are treated, particularly where Likert scale questions are used.

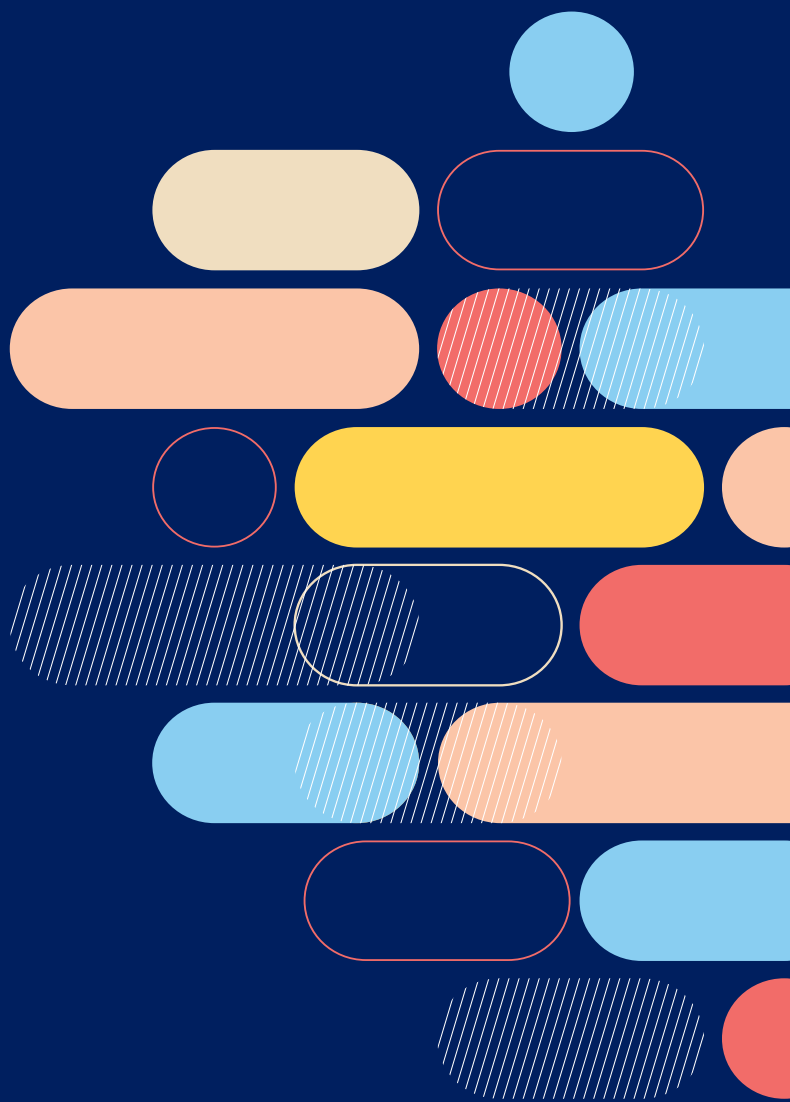
Survey design should minimise the risk that respondents conflate dissatisfaction with an investigation outcome with confidence in the IPSC's integrity. This should be managed through survey design and question wording that focuses on process attributes rather than outcomes.



Data source

Data for this measure will be derived from the Commonwealth Parliamentary Workplace Culture Survey. This will reduce overall survey burden.

Appendices



Appendix A: Summary of changes to performance measures

Table 1 sets out the revisions to performance measures from the Portfolio Budget Statements 2026–27 to strengthen alignment with the *Public Governance, Performance and Accountability Rule 2014* (PGPA Rule).

Table 1: Summary of changes to performance measures in 2026–27

Portfolio Budget Statements 2026–27 reference	Relevant performance information from PWSS Corporate Plan 2025–26	Change	Performance information revisions in PWSS Corporate Plan 2026–27	Rationale for change
Outcome 1 Program 1	Publish the Commonwealth Parliamentary Workplace Culture and Performance Report	Removed	n/a	The performance measure has been removed as publishing the first report was an important milestone for the PWSS and was achieved in 2025–26.
Outcome 1 Program 1 Key activity 1.1	This is a new measure developed for 2026–27	New	Measure 1.1.1 Delivery of workplace standards training	A new performance measure was established to assess the delivery and update of workplace standards training as a core prevention activity. This measure provides context for interpreting downstream effectiveness measures by demonstrating the reach and coverage of the PWSS education function.
Outcome 1 Program 1 Key activity 1.1	This is a new measure developed for 2026–27	New	Measure 1.1.2 Awareness of PWSS's role	A new performance measure was established to assess whether people working in CPWs understand the roles of the PWSS including how and when to engage with it. Awareness of PWSS's role is an enabling condition for early help-seeking and appropriate system engagement. This measure therefore captures an early outcome of prevention activities.
Outcome 1 Program 2 Key activity 2.1	This is a new measure developed for 2026–27	New	Measure 2.1.3 Awareness of IPSC's role	A new performance measure was established to assess whether people working in CPWs understand the role of the IPSC, including when and how to engage with it.
Outcome 1 Program 2 Key activity 2.1	This is a new measure developed for 2026–27	New	Measure 2.1.4 Confidence in the IPSC	A new performance measure was established to assess the extent to which stakeholders have confidence in the IPSC. This measure strengthens the IPSC's performance narrative because timeliness and operational metrics alone do not indicate whether stakeholders view the IPSC as independent and credible.



PWSS

Parliamentary Workplace
Support Service

www.pwss.gov.au