

Corporate Plan 2025–29

Covering reporting period
Financial Years 2025–26
to 2028–29

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Contact: Strategic Unit, Parliamentary Workplace Support Service.

Email strategic.unit@pwss.gov.au.

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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.

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The background image shows a modern building courtyard. A winding concrete path with decorative stone tiles leads through a green lawn. There are several trees, including a large weeping willow and a smaller tree in a circular mulch bed. A flagpole with the Australian flag is visible in the background, along with a building featuring large glass windows.

Part 1

Introduction



Chief Executive Officer's Foreword

I am pleased to present the 2025–29 Corporate Plan (the plan) for the Parliamentary Workplace Support Service (the agency), covering reporting years 2025–26 to 2028–29, as outlined under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

The plan is the agency's primary planning document, detailing our purpose, capabilities and key activities over the next four years. The plan also details how success will be measured for these activities, ensuring accountability to our purpose of supporting a Commonwealth Parliamentary Workplace (CPW) that is safe and respectful, underpinned by strong leadership and has clear standards and accountability for misconduct.



The agency's purpose is delivered under one key outcome: support CPW 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.

We are committed to building a relationship of trust with all those we come into contact with. The establishment of the PWSS Consultative Committee – as a forum for parliamentarians and their staff to discuss matters related to our functions – will form part of that continued effort as we look forward to strengthening the sense of cohesion across the parliamentary workforce. We recognise that data is critical to informed decision making and monitoring the agency's success, and will publish the inaugural PWSS report on cultural change during 2025–26. We will continue to support the establishment and ongoing operations of the Independent Parliamentary Standards Commission (IPSC).

Our people are critical in delivering on our purpose. We invest in our systems, information, tools and resources to allow our people to do their jobs well and with a high degree of confidence and capability.

During 2025–26 the agency will remain focused on supporting parliamentarians and their staff, especially in the post-election environment, providing a broad range of human resource services and support to all who work (and have worked) in CPWs.

I look forward to working with parliamentarians and their staff, CPW participants and stakeholders to deliver the outcomes set out in this plan.

A handwritten signature in black ink, reading 'Leonie McGregor'.

Leonie McGregor

Chief Executive Officer

Parliamentary Workplace Support Service

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 (CPW) 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.

Key activities

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

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.

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

Provide confidential counselling and support services to all CPW participants.

Collect and analyse information on CPWs.

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

Strategic priorities

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

Develop systems and processes that instil trust in our advice and services.

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

Core values

Integrity



Collaboration



Leadership



Part 2

Operating context



Environment

The environment the PWSS operates in presents a range of challenges and opportunities that are unique to the parliamentary workplace. Our corporate planning considers these factors carefully to assess the impact they may have on the achievement of our purpose as outlined in this section.

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 that were agreed by the Parliament in 2024.

In October 2024 the PWSS Act was amended to allow for the establishment of the Independent Parliamentary Standards Commission (IPSC).

Independent Parliamentary Standards Commission

The IPSC is an independent workplace investigation framework for CPW participants. The IPSC supports safe and respectful workplaces for parliamentarians, their staff and other people who work in a CPW.

We continue to support the Commissioners as independent statutory office holders. Details about the work of the IPSC, including activities and performance information, are provided on pages 21–32 and in the 2025–26 Finance Portfolio Budget Statements .

Challenges

The PWSS is one of several agencies providing support to parliamentarians and/or their staff and the division of functions between these agencies has been reframed since the establishment of the PWSS. Functions now performed by the PWSS were previously performed elsewhere. Helping our clients engage with the right people to address their specific need or requirement is an ongoing focus for the service.

The parliamentary workplace is a busy environment where there are high levels of public scrutiny and work intensity. The PWSS operates in a complex, interconnected and evolving workplace that undergoes particularly significant change after each federal election. 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 pro-active manner can be challenging.



There is also a challenge in managing the expectations of the public against our legislative remit. For example, people expect high standards from parliamentarians at all times but the legislative scope of the PWSS does not extend to parliamentary conduct in the chamber, which is covered by parliamentary privilege, a cornerstone of free and robust democratic debate in our parliamentary system.

The PWSS relies on other entities to provide technology, data and infrastructure that enable us to perform our functions efficiently and effectively. These arrangements are still in their infancy and require careful oversight and governance as we mature them.

Opportunities

The commencement of the 48th Parliament brings with it the opportunity to educate new members, senators and their staff, and build understanding of the recently endorsed Behaviour Codes and Standards, and provide best-practice HR guidance.

The development and delivery of a dedicated parliamentary workplace leadership development program will help build leadership capability for existing politicians and their staff. Over time this will build a depth of leadership experience that will positively influence the workplace culture.

The redesign of our website to provide a more user-friendly, accessible and informative source of information as part of a broader communications strategy will help us reach more of our clients in more ways with information and support that is meaningful for them.

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 first Commonwealth Parliamentary Workplace Culture and Performance Report will provide greater insight 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.

Following the government's recent announcement that it will accept all recommendations made in The Independent Review of Resourcing in Parliamentary Offices, we will commence the implementation of relevant recommendations. This will provide us with the opportunity to improve training, guidance and support for parliamentarians and their staff designed to help alleviate the workload pressures experienced by modern parliamentary offices in response to their specific feedback.



Capability

Our people

At PWSS we have a diverse team with a wide range of skills, experience and qualifications. 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 work with our Advisory Board – Carmel McGregor PSM, Hon Andrew Greenwood, Tanya Hosch and Liz Dowd – who offer constructive, thoughtful and timely advice to support the achievement of our priorities.

PWSS is continuing to grow after completing its first full year. Our staffing is increasing from 59 ASL in 2024–25 to 67 ASL in 2025–26.

Although we are based in several locations within the parliamentary precinct in Canberra, we provide in-person services to parliamentarians and their staff across Australia.

In 2025–26 the PWSS will:

- develop its first Diversity and Inclusion Strategy
- implement a new Workplace Health and Safety and Rehabilitation Management System
- continue to embed policies and procedures within the workforce
- respond proactively to feedback from the 2025 APS Employee Census and implement 2025–26 action plan activities
- review any outsourcing of core work in the context of the government's Strategic Commissioning Framework to reduce outsourcing and strengthen the capability of the Australian Public Service (APS).

Our craft

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 discrete, 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.

Client service

We recognise our clients are busy, work in a unique environment and are mostly dispersed, with some of them coming together only in Parliament House during parliamentary sitting weeks. Many of our clients never set foot in Canberra, or Parliament House. Given this, our clients all have different learning and development requirements based on their roles and level of experience. Their need for counselling and support services will not, for example, always be within standard working hours. We need to be adaptable and provide services via multiple avenues including telephony, online, face-to-face and via third party arrangements. We will continue to support our own staff to consider innovative ways to deliver services and empower them to flexibly deliver services and support in ways that best suit an individual's or office's needs.

Data and technology

The agency's data and evaluation capability support our legislative obligations under section 22 of the PWSS Act and our performance monitoring and reporting. We draw on data from a range of sources including fellow parliamentary support agencies, surveys and focus groups, and internal service delivery management systems to identify trends, analyse shifts in the parliamentary workplace culture and ensure our service is targeted and relevant to our clients.

2025–26 will be marked by numerous activities to improve the evidence base for the work of the PWSS, aligned to the PWSS Act and the priorities identified in key reports that led to its creation:

- Diversity data – understanding the composition of CPW employees.
- Culture data – measuring parliamentary culture.

We are also investing in our client relationship management and learning management systems to enhance the data capture and reporting capabilities of these platforms.

The PWSS is supported with ICT under a shared services arrangement. We continue to keep abreast of new technologies and explore how we access and utilise these technologies in the delivery of our services. This includes exploring, in a balanced way, the efficiencies artificial intelligence (AI) can offer our work.



Risk

Our risk management framework assists staff at all levels across the agency to effectively identify and manage risk. The framework includes a risk management policy and 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 are iterative and need to be incorporated in all activities and operations of the agency.

Our risk governance

Our executive team 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 on the design and operation of the agency's risk and its control and compliance framework.

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 |
|----------------|---|--|
| Our processes | Inadequate engagement with stakeholders compromises our ability to maximise outcomes for our clients. | <ul style="list-style-type: none">• Regular contact with other support agencies at an operational and senior executive level.• Establishment of consultative bodies with client stakeholders as members.• Collaboration with other support agencies on issues that affect multiple areas.• Provide opportunities for cross-agency briefings, training sessions and project collaboration.• PWSS is part of parliamentary environment governance bodies.• Contractual arrangements with key stakeholders are in place and regularly monitored to meet service delivery responsibilities. |
| Our people | Failure to attract, develop and retain required workforce capabilities. | <ul style="list-style-type: none">• Targeted recruitment and selection processes.• Training and development program for staff.• Provision of wellbeing support.• Workforce strategy/recruitment plan/employee value proposition.• Succession planning.• Cross-skill staff. |

| Strategic risk | Description | Mitigations |
|----------------------------|--|---|
| Our technology and systems | Failure to maintain integrity of data. | <ul style="list-style-type: none"> • Work with Department of Parliamentary Services (DPS) to be compliant with cyber security requirements. • Data breach response policies and procedures in place. • Training for all staff on information management and APS code of conduct obligations. • System access controls. • Staff only offered employment after clearing security vetting and conflict of interest declarations to ensure impartiality in the political environment. • Continuous monitoring of information accessed. • Protective Security Policy Framework maturity reporting and agency security plan. • Fraud control plan in place and scheduled for periodic review. |
| Legal and compliance | Failure to deliver services and support to clients in line with legislative obligations. | <ul style="list-style-type: none"> • Staff onboarding includes familiarisation with the PWSS Act. • Policies 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. • Selection criteria includes ability to interpret and adhere to legislative requirements. |



Cooperation

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.

Key stakeholders are:

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 WHS Committee to continually refine and improve our policies and procedures.

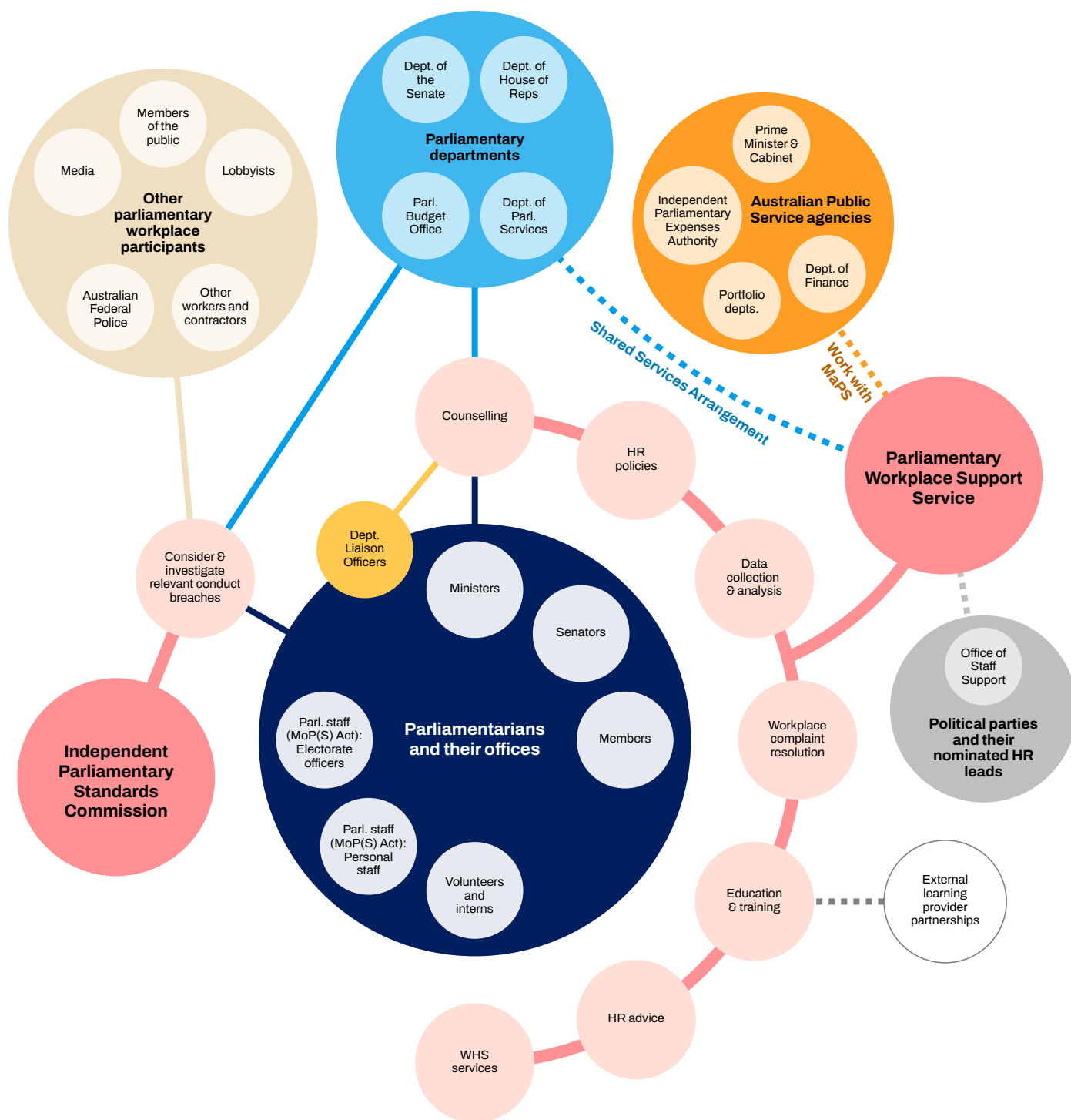
Political parties and their nominated HR leads work with us to raise awareness of our services, encourage completion of relevant training and provide feedback on how best to tailor our services to their needs.

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 DPS works with us to provide our office accommodation within Parliament House, IT shared services and physical security support.



Stakeholder map



Part 3

Our performance



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graph TD; Purpose[Our Purpose] --> Outcome[Outcome];
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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 CPW 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.

Key Activity 1: Deliver a human resources service for parliamentarians and their staff, and provide a support service for all who work in CPWs.

PWSS Performance Measure 1: Customer satisfaction.

The agency is focused on the provision of high-quality and timely services that meet the needs of clients. This provides visibility of our clients' level of satisfaction with the services we deliver.

| Target | 2025-26 | 2026-27 | 2027-28 | 2028-29 |
|--------|-----------------------------|--------------------|-------------------|-------------------|
| | Baseline to be established. | >2025-26 baseline. | To be determined. | To be determined. |

- an average of the data received from focus groups, the cultural survey and learning and development post participation surveys
- satisfaction drivers – perceived quality (respect, competence, clarity and fairness), personalised service, communication and timeliness.



Explanatory notes and limitations

- The measure is based on clients’ surveyed perceptions of our agency across our different delivery channels and is used to improve the quality of services provided to our clients.
- Surveys are only completed by clients after a completed interaction with the agency. Client participation in all surveys is voluntary.
- The agency seeks to offer surveys to a wide variety of clients, noting feedback from some is not always possible. This includes:
 - » clients who interact with PWSS in order to reach a more appropriate support area (e.g. MaPS, IPEA, a Chamber Department or DPS)
 - » clients who may be excluded to limit interview burden (e.g. clients in a crisis or going through a complaints process) or due to technical barriers to collections.
- Surveys may be undertaken via automated interactive voice response (post-call survey), online or via outbound interviews, surveys and focus groups conducted by the PWSS and the agency’s external provider.

Data source

- External focus group provider.
 - » A random sample of participants will be used to undertake the focus groups.
 - » These will cover the same service elements as the survey.
- Internal survey.
 - » Offered to all CPW participants on a voluntary basis. No sampling will be done, however some self-selection bias may occur depending on the size of the response population.
 - » Survey will be conducted between September and October 2025.
 - » Survey will include both quantitative and qualitative data.
 - » Survey will be conducted each year to compare data over time.
- Internally conducted post-training participant evaluations.
 - » These are conducted at the end of each training course.
 - » Participation is optional.
 - » Both quantitative and qualitative information is collected.

Performance assessment scale

| Achieved | Partially achieved | Not achieved |
|---|---|--|
| The average satisfaction rate is established for all data collection methods. | Some data collection methods receive statistically significant response rates to form a baseline. | A statistically significant response rate is not achieved across any data collection method. |



PWSS Performance Measure 2: Publish the Commonwealth Parliamentary Workplace Culture and Performance Report.

The agency is required to collect and analyse data as outlined in the PWSS Act as well as report data annually.

| Target | 2025–26 | 2026–27 | 2027–28 | 2028–29 |
|--------|-----------------------------------|---------------------|---------------------|---------------------|
| | First report by end of quarter 3. | Annually by 31 Dec. | Annually by 31 Dec. | Annually by 31 Dec. |

Performance results for this measure will be reported by the date the report is provided to the Presiding Officers. The report will contain information as required by section 22 of the PWSS Act:

- Gender and diversity characteristics of parliamentarians and MoP(S) employees.
- Gender equality in relation to remuneration for parliamentarians and MoP(S) employees.
- The employment of persons under the MoP(S) Act and the engagement of designated workers.
- Progress in the prevention of, and responses to, alleged relevant conduct.
- The culture and performance of CPWs.
- Work health and safety matters connected with the duties of parliamentarians, MoP(S) employees and designated workers.
- Conduct complaints and conduct issue referrals received, and conduct issues dealt with by the IPSC.

Explanatory notes and limitations

- Information such as employment and remuneration data is held by other parliamentary agencies and must be shared with the PWSS in accordance with section 62 of the PWSS Act.
- Client participation in the cultural survey is voluntary.
- Client participation in the diversity survey is voluntary.
- The report cannot include any identifying information.
- The report must be published in accordance with the PWSS Act, even if the response rate for some data collection elements is low (e.g. participation in the cultural and diversity surveys).

Data source

- Cultural survey.
 - » Offered to all CPW participants. No sampling will be done but some self-selection bias may occur depending on the size of the response population.
 - » It will be run between September and October each year.
 - » Survey will include both quantitative and qualitative data.
- Parliamentary diversity survey.
 - » Offered to all parliamentarians on a voluntary basis. No sampling will be done but self-selection bias may occur depending on the size of the response population.
- Parliamentary department HR systems.
- IPSC Client Management System.





Independent Parliamentary Standards Commission

Corporate Plan 2025–2029





A message from the Acting Chair Commissioner

I am pleased to present the inaugural Independent Parliamentary Standards Commission (IPSC) Corporate Plan 2025–26 to 2028–29 (the plan). The plan has been combined with the Parliamentary Workplace Support Service (PWSS) Corporate Plan 2025–29, with the IPSC presented as part 2, which is intended to reflect our independence and functional separation. The plan outlines our purpose, key activity, operating context and how the IPSC's performance will be measured and assessed.

Our key activity is to provide an independent workplace investigation framework for Commonwealth Parliamentary Workplace (CPW) participants. The focus since our establishment has been to develop and strengthen our investigation framework while working to implement the relevant aspects of the *Parliamentary Workplace Support Service Act 2023* (PWSS Act).

While functionally separate from the PWSS, we share their 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.

In February 2023 both houses of Parliament agreed on Codes of Conduct, which came into effect on 14 October 2024. This was at the same time the IPSC was established as the body to enforce the codes by receiving complaints, undertaking investigations, making findings and recommending and applying sanctions.

It is important to reflect on our journey and recognise the significant contribution of the Parliamentary Leadership Taskforce (PLT). The PLT included members from both houses of Parliament, ministers, legislators, Labor, the Coalition, the Greens and one independent parliamentarian. The PLT worked to design and put in place the rules and mechanisms set out in the Independent Review into Commonwealth Parliamentary Workplaces report.

Significantly this is the first time there has been an independent body to review the conduct of parliamentarians. As such, much has been done to establish the Commission, including by the Department of the Prime Minister and Cabinet, the PWSS and the initial IPSC team, led by Dr Vivienne Thom AM. I thank Dr Thom and all initial Commissioners for the vital role they played during the IPSC's establishment phase.

In April 2025 I was appointed as the Acting Chair Commissioner together with three new Acting Commissioners – Mr Joseph Catanzariti AM, Mr Adair Donaldson and Ms Joanne Muller AM – who continue alongside Ms Barbara Bennett PSM, Ms Mary Brennan and Mr Colin Neave AM. Together they continue to provide the IPSC with valuable experience and respected expertise central to the purpose of the Commission.



As a new entity it is inevitable that our plan will evolve as we learn from experience implementing the requirements of the PWSS Act and establish ways of measuring and improving our performance. Our initial focus has been to build robust intake, assessment, investigation and reporting processes that align to legislated requirements and establish a foundation of consistency, fairness and effectiveness for the IPSC.

In 2025–26 we will build on the establishment work to date, refine our processes and solidify our reputation through demonstrated capability. We will conduct rigorous and impartial investigations and – complemented by the activities of the PWSS – contribute to shaping expectations and encouraging safe and respectful behaviour across all CPWs. In time we will seek to include more qualitative measures of our impact, focused on institutional trust.

I look forward to continuing to work with the Commissioners and the IPSC team to bring our plan to fruition.

A handwritten signature in black ink, appearing to read 'Rachel Hunter', with a stylized, cursive script.

Rachel Hunter AO PSM
Acting Chair Commissioner
Independent Parliamentary Standards Commission

About the Independent Parliamentary Standards Commission (IPSC)

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

The Commission is led by a Chair Commissioner and supported by at least six additional Commissioners to investigate allegations of misconduct (prior to 14 October 2024) and alleged breaches of the Behaviour Codes and Standards, and impose sanctions (post 14 October 2024).

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 in 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 they 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 IPSC is to assist the Commissioners in performing their functions. Whilst the PWSS makes resources and facilities available to the IPSC, the IPSC maintains functional separation from the PWSS.



Purpose

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

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.

Key activity

Provide an independent workplace investigation framework for CPW participants.

Our environment

The IPSC is a new independent function that was established to investigate complaints and referrals regarding the conduct of CPW participants. The IPSC complements the work of the PWSS – which provides human resources, complaint resolution, policy development, counselling and support, and education and training functions – with an investigative function that can investigate conduct that breaches the Behaviour Codes and Standards.

The IPSC was established by legislation in October 2024. The operating environment in its first year of operation has been highly complex as the entity is simultaneously establishing new governance and processes while investigating conduct issues in line with new legislated powers. It is expected that the IPSC will undertake its work respectfully with integrity, fairness and consistency.

The IPSC relies on resources and support provided by the PWSS but it is functionally separate to the PWSS. Commissioners maintain independence in terms of investigating and making decisions about conduct complaints.

Our capability

The IPSC is an independent investigative body that investigates workplace matters of a serious nature. Commissioners are experienced in understanding workplace conflict and disputes and skilled in undertaking workplace investigations.

The Commission is led by a Chair Commissioner and supported by at least six additional Commissioners. All Commissioners have with the necessary expertise, credentials and standing required to investigate and make decisions about complex workplace conduct matters.

Commissioners are appointed by the Governor-General. As at 1 July 2025 the IPSC comprised the following acting appointments:

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

Commissioners are supported by a small (3–4 FTE) team that assists Commissioners in the performance of their functions and possess expertise around workplace investigations, effective intake and case management support, and the provision of guidance and secretariat functions.

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 under finance law for the IPSC.

Risk

The IPSC operates under the PWSS risk framework, which includes a risk management policy and risk and issues management procedures.

The IPSC Commissioners oversee the recently established IPSC Risk Register, which will be regularly monitored and reviewed in line with the PWSS risk framework as re-assessment is required.

The following are our key risks that must be managed to meet the IPSC's functions:

| Key risk | How we will manage the risk |
|---|---|
| IPSC information is accessed by an unauthorised person. | <ul style="list-style-type: none">• Privacy, information access, security and confidentiality training for relevant staff.• Physical security measures in place.• Peer review of confidential correspondence.• Regular review of access controls. |
| IPSC investigations do not contribute substantially to improved culture or behaviour in parliamentary workplaces. | <ul style="list-style-type: none">• Undertake high-quality and impartial assessment, investigation and decision making of matters in line with the PWSS Act.• Within limitations of privacy requirements, effectively communicate the role and activities of the IPSC to reinforce expectations around consequences of behaviours that breach the Behaviour Codes. |

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.

Program 1.2 Independent Parliamentary Standards Commission (IPSC)

The IPSC performance measures have been developed in accordance with the *Public Governance, Performance and Accountability Act 2013* requirements .

The IPSC is committed to producing accurate and meaningful activity reporting that contributes to a transparent and efficient performance culture. We will look for opportunities to develop and mature our performance reporting framework over time, including the future inclusion of a measure related to institutional trust.

The measures described below quantify IPSC activities through two different quantitative measures:

- Average time for an investigating Commissioner to decide how a conduct issue will be dealt with.
- Average duration of investigations.

In interpreting these measures, it is important to note that they can be influenced by factors outside the Commission's control such as the varying nature and complexity of investigations, the involvement of additional parties such as legal representatives, availability of parties to participate in interviews and the provision of essential information and records to inform an investigation. Capturing these specific factors with an ability to produce more detailed analysis is a priority for future reporting.

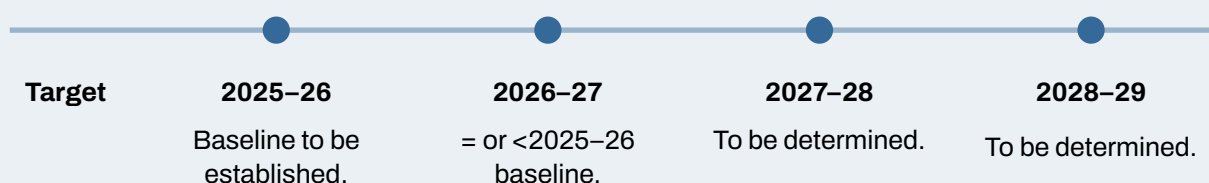


Key Activity 2: Provide an independent workplace investigation framework for CPW participants.

To deliver this key activity the IPSC will monitor and assess performance against the following two performance measures. These measures are designed to measure efficiency (average time for investigations and for assessments). As a new function there is no baseline data to enable prediction of future activity and, as such, targets have not been set for these measures.

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

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.



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 (s24 CF of the PWSS Act).

Explanatory notes and limitations

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

Data source

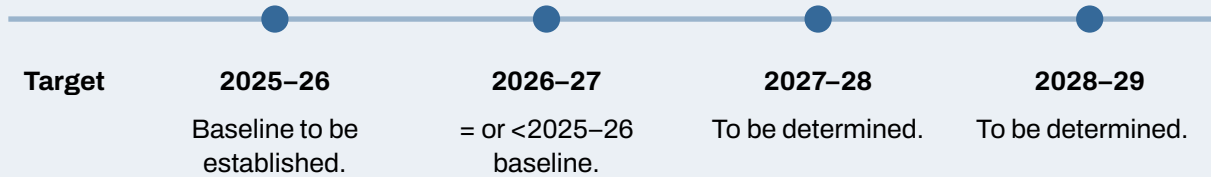
- Independent Parliamentary Standards Commission Client Management System.

Performance assessment scale

| Achieved | Partially achieved | Not achieved |
|--|--------------------|---|
| The average triaging timeframe is established. | N/A | Insufficient data received to calculate a result. |

IPSC Performance Measure 2: Average duration of investigations.

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.



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.

Explanatory notes and limitations

- The number of cases may vary in number and complexity from year to year, which may skew the average.
- The measure does not include the duration of any reviews requested and undertaken.

Data source

- Independent Parliamentary Standards Commission Client Management System.

Performance assessment scale

| Achieved | Partially achieved | Not achieved |
|---|--------------------|---|
| The average investigation timeframe is established. | N/A | Insufficient data received to calculate a result. |





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