



# Corporate Plan: Office of the Houses of Parliament (GRENADA)



**2021 – 2023**

# Table of contents

Foreword by Presiding Officers	2
Clerk’s Message	3
About the Corporate Plan	4
Purpose and Organizational Structure	9
Environment	10
Activities and Performance Measures	14
Capability	22
Stewardship	24
Risk Oversight and Management	25
Collaboration	28
Sources	29
Summary of Strategic Priorities	30

## **FOREWORD BY PRESIDING OFFICERS**

The Parliament of Grenada being the highest institution in the land where democracy and fair play lends itself to the professional and substantial development of all Members of both the Upper and the Lower House. Also must be taken into account is the continued development of the staff of the office of the Houses of Parliament.

As a Parliament which seeks to “achieve good governance”, there must be a systematic and operational process, whereby all stakeholders are and should be a part of its functions; a Parliament where its Members are fully capable of carrying out their functions in a highly secured and conducive environment and where the Office of Parliament is fully functional and competent in its functions.

With the implementation of a new strategic Plan for the Parliament of Grenada for the period 2021– 2023, it is anticipated that the systems and processes currently used will be modernized in order to resonate with current realities and challenges. It is also hoped that this new document approach will assist all stakeholders in understanding the protocols and practices which govern both Houses of Parliament of Grenada.

The Presiding Officers of the Houses of Parliament - the President of the Senate and the Speaker of the House of Representatives, are both a part of the democratic process. The Parliament of Grenada with its new Strategic Plan, hopes to carry out its business in a responsible, stable and efficient manner with the support of all.



A handwritten signature in black ink, reading "Chester A.A. Humphrey".

Chester A.A. Humphrey  
**PRESIDENT OF THE SENATE**



A handwritten signature in black ink, reading "Michael Pierre".

Michael Pierre, MBE, MP  
**SPEAKER OF THE HOUSE OF REPRESENTATIVES**

## Clerk's Message



As the accountable officer for the Houses of Parliament, I am pleased to present the Corporate Plan 2021-2023.

The Plan provides the overarching objective of the Office of the Houses of Parliament and stipulates the activities undertaken by the Office to achieve that purpose. It also includes the measures used by the Office of the Houses of Parliament to assess its performance.

The Plan also describes the environment in which the Office operates and the key strategies deployed to develop its capability. The Plan has been developed with input from both internal and external stakeholders which is in keeping with the practice of good governance of the legislative branch of government. The Plan has been endorsed by the President of the Senate, Senator the Honourable Chester A. A. Humphrey and the Speaker of the House of Representatives, the Honourable Michael Pierre who are both constitutionally responsible for the Office of the Houses of Parliament. Copies of the Plan have also been forwarded to the Ministry of Finance.

The Plan is subject to change upon review.

A handwritten signature in blue ink, appearing to read 'A. Augustine', written over a dotted line.

**Andrew Augustine**

## About the Corporate Plan

This is a Plan which has been developed in a time of great uncertainty. The context includes the impact of COVID-19 and the accompanying significant global challenges.

The Plan has been drafted with the acute understanding of the economic and social challenges that many countries including Grenada are facing due to the COVID-19 pandemic. The delivery of services is now more dependent on the use of technology. The shift demands that the avenues for access be diversified and modified to face with the new challenges.

The strategic directions enshrined within the Plan are also informed by the benchmarking of Parliament which was conducted in the latter part of 2019 and concluded in the first quarter of 2020. The Plan seeks to address the major concerns which stemmed from the democratic benchmarking exercise as the Office of the Houses of Parliament seek to improve on its services to Parliamentarians and all other stakeholders especially the community.

The benchmarking report acts as a baseline from which the weakest areas are targeted for increased performance. The Corporate Plan outlines what the Office will do to achieve its purpose from 2021 to 2023. It provides detailed information on the performance measures and targets that will be used to assess the Office's success in achieving outcomes to support its purpose. There will be a quarterly assessment of the activities under the Plan as part of the monitoring and evaluation process, including an analysis of factors which have affected performance.

The proposed budget is intricately linked to the Plan since some of the targeted achievements will fail without the necessary financial support.

Who we are:

Office of the Houses of Parliament (Grenada)

Established within the authority of the Constitution Order of 1974 for the operations of both the Senate and the House of Representatives.

## Our Purpose:

To support the Senate and the House of Representatives, in their role as representatives and legislative bodies primarily by providing advice and services, engaging with the public and other Parliaments

## How do we achieve this?

Main activities:

1. Senate and House of Representatives Sittings.
2. Committee Meetings and associated services.
3. Inter-Parliamentary relations and Capacity Building.
4. Community Relations and Awareness.
5. Schools and Students' Interaction.
6. Support to Members and Associated Entities.

## How do we measure performance?

By recording achievements using:

- Qualitative performance indicators.
- Quantitative performance indicators.
- Activity information.

## How do we manage our environment, capability, risk and collaboration?

## Environment

- Stakeholder responsibility and engagement.
- Human resources capacity and capability.
- Business domain.

## Capability

- Staff capability.
- Information capability.
- Community awareness.
- Stewardship.

## Risk oversight and management

- Independent audit.
- Risk management.
- Financial compliance.

## Collaboration

- Governor-General's Office.
- Public Service Commission.
- Department of Public Administration.
- Ministry of Finance: Budget Department.
- Ministry of ICT.
- Ministry of Health.
- Government Information Service (GIS).
- Ministry of Legal Affairs.
- Royal Grenada Police Force (RGPF).

## Review of 2020

While the purpose of this Corporate Plan is to focus on the future, it is worth pausing to reflect on some of the achievements of the last year.

- The Standing Orders for the House of Representatives have been amended to allow further use of technology.
- The implementation of Sign Language in Parliament has become an important avenue for access
- There has been the development of a quarterly schedule of meetings and dissemination of same to Parliamentarians.
- There has been marked improvement in the autonomy of the Office of the Houses of Parliament with most responsibilities relating to the new Parliament building at Mt. Wheldale being divested to the Office.
- The hosting of Youth Parliament bi-annually.
- Facilitation of visits from various schools.
- Improvements in ICT infrastructure.

## Purpose and organizational structure

The Office of the Houses of Parliament is solely responsible for all the operations of the Houses of Parliament for the Government of Grenada. This includes the Senate and the House of Representatives.



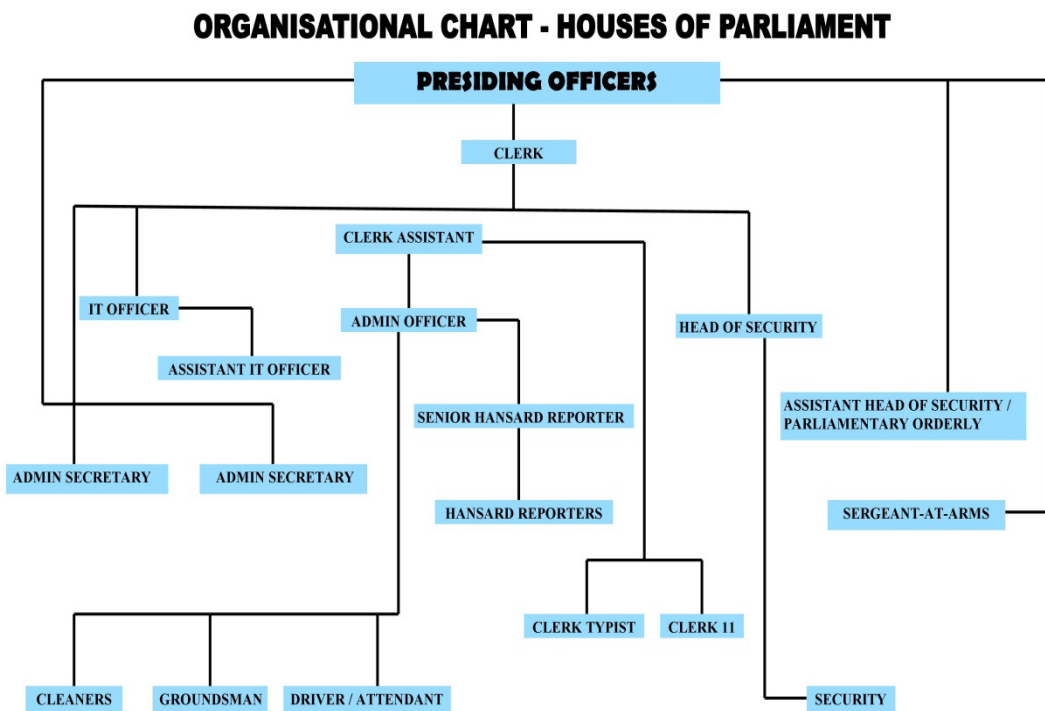
## Purpose - 2021 to 2023

To support the Senate and the House of Representatives, in their role as a representative and legislative body primarily by providing advice and services, and through engagement with the community and other Parliaments.

## Management

The Office is managed by its Executive, comprising the Clerk of the House, Clerk Assistant, Administrative Officer (Finance) and the Head of Security under the authority of the Presiding Officers.

See hereunder the Organizational Chart:



## Environment

The Office operates in a dynamic political and economic environment. The nature and volume of work is affected by the frequency of meetings, collaborative interaction with stakeholders and the changes which has ensued with the installation

of a Leader of the Opposition along with new Senators in the middle of the election cycle. All these and more have influenced the support of the Office for both Houses in carrying out its legislative, representative and parliamentary engagement functions.

The Office’s operating environment is dependent on its:

- Responsibility to and engagement with stakeholders.
- Human resources capacity and capability.
- Business domain.

Factors affecting its operating environment are outlined in more detail in the tables below, with an assessment of the extent to which each factor can be influenced.

Responsibility to and engagement with stakeholders

The Office is accountable to a wide range of stakeholders with an interest in its work. The Office is focused on providing:

- Expert support.
- Responsibility for stewardship of the institution of Parliament.
- Strong stakeholder engagement and collaboration.
- Strengthening the procedural capacity.
- Increased learning options for Members and staff.
- Provision of additional procedural advice.
- Support for the Parliamentary Committees administered by the Office and related inquiry workload.

Factors and Levels of Influence	Greater	Partial	Limited
Responsibility to the Presiding Officers who are accountable to the Houses for the work of the Office		√	
Responsibility to Members of the House as Legislators and Representatives			√

Engagement with representatives of executive Government, professional groups, Civil Bodies and private individuals who interact with the Houses or Committees		√	
Engagement with the Grenadian community as a stakeholder with an interest in the democratic process			√
Collaboration with the established community of the Commonwealth Parliamentary Association	√		
Shared responsibility with Members of Parliament, and Members of the Grenada Branch of the Commonwealth Parliamentary Association to uphold the institution of Parliament, with its unique history, traditions and procedures	√		
Collaboration with the other Parliamentary stakeholders in support of the purpose of the Houses of Parliament	√		
Engagement with the Ministry of ICT with respect to support for Parliamentary IT initiatives	√		

# Human resources capacity and capability

The Office faced significant challenges to the implementation of its workforce Plan in 2020. The Office relies on a professional, experienced and engaged workforce to achieve its objectives. The human resources for the Office of the Houses of Parliament are normally drawn from the wider Public Service. However, there has been limited access to the necessary skilled individuals to facilitate the unique needs of the Houses of Parliament. There is also limited autonomy in providing opportunities for upwards progression. This has impeded the ability of the Office to provide timely support in key areas essential to the functioning of Parliament. The Office continues to work to embed a culture of professionalism and endeavours to develop a cadre of younger talent which can service the current and emerging needs and challenges.

Key to the development of this Plan is the assessment of Parliament with the identification of future workforce requirements. The Plan will assist the Office to effectively manage workforce change by identifying future workforce needs and gaps, and putting in place appropriate responses, to ensure the continued delivery of the objectives and outcomes while ensuring the wellbeing of staff including their need for timely vacation.

The Office will help ensure that it is able to attract and retain highly skilled staff, through the IMANI Programme. This would provide a period of internship with the possibility of fulltime contractual placement.

Factors and Levels of Influence	Greater	Partial	Limited
The need for a specialized, highly professional staff with continuous learning and development as a priority			√
The need for experienced staff in senior positions and an experienced staff capable of contributing to strategic leadership and from which future senior staff may be drawn			√
The need for a highly engaged, motivated and experienced staff seeking rewarding careers in the Parliament			√
A competitive equitable Public Sector recruitment strategy for staff that values opportunities for progression			√

# Business domain

The Office also faces demanding service expectations and constrained resources in the business domain. The Office’s workload is significantly influenced by the Parliamentary cycle, comprising the Parliamentary Sitting calendar. As a result, workload are not easily forecasted or evenly spaced.

The COVID-19 pandemic has also affected service delivery. During 2021-23, the focus will continue to be the health, safety and well-being of Members, staff and all other stakeholders who enter the premises of the Parliament building.

Factors and Levels of Influence	Greater	Partial	Limited
The Parliamentary Sitting calendar resulting in varied workloads		√	
Constrained resources, such as the operating budget			√
Client expectations (both internally and externally) of higher service standards and delivery			√
Opportunities and challenges associated with rapid changes to technology			√
The unique physical location and environment of the Houses of Parliament			√
Ongoing changes to information and physical security			√
Effect of the COVID-19 pandemic on the work of the Parliament		√	

# Activities and Performance Measures

## Activities

The Office undertakes six distinct activities in supporting the Houses to carry out its representative and legislative functions. These activities are:

Activity 1—House of Representatives and Senate Sittings

Activity 2—Committee services

Activity 3—Inter-parliamentary relations and capacity building

Activity 4—Community relations and awareness

Activity 5—Members' and stakeholder support

Activity 6—Schools and student interaction

## Performance Measures

Each activity is described in detail in the following pages. Intended outcomes indicate how each activity contributes to achieving the Office's purpose. The Office's performance in undertaking its activities will be assessed during the period covered by this Corporate Plan using a range of performance measures.

The performance measures include both qualitative and quantitative measures. Some departmental activities involve the delivery of quantifiable outputs while qualitatively a significant determinant of the Office's success in achieving its purpose, is the level of satisfaction of stakeholders, including Members of the Houses of Parliament and staff, in relation to the advice and support services the Office provides.

Performance will be assessed using a variety of methods, including:

- An annual survey distributed to all Members of the Houses of Parliament.
- Detailed qualitative information from targeted groups of Members.
- Analytics relating to social media and publications.
- Evaluations from external stakeholders, such as seminar participants, students and teachers.
- An annual survey of departmental staff.
- Service support standards for Sittings, internal records, and exception reporting.

The target for each performance measure is identified, along with the data source used to assess performance.

In addition to assessing outcomes using these qualitative and quantitative performance measures, the Office will monitor and evaluate its work output. Outputs, presented as 'activity information', will be assessed throughout the year.

# 1. Sittings of the Senate and House of Representatives

The Office supports both Houses by:

- ❖ Providing advice and services to enable the Houses to meet and address business as scheduled and fulfill its role as a representative institution, including:
  - i. Processing of all Bills.
  - ii. Creating documents to support Members in the Senate and House of Representatives.
  - iii. Creating and processing the records and documents of the Houses.
  - iv. Collecting and publishing information.
  - v. Advising and supporting the Presiding Officers and Members in relation to legislative, procedural and administrative matters.

## Intended outcomes

- Advice and services meet the needs of Members for procedural information and research.
- Advice is timely, accurate, comprehensive and impartial.
- Bills and other business items are processed within deadlines and in accordance with the Standing Orders of both Houses.



Performance Measures and Targets

	2021-2022	2022-2023	
Level of satisfaction among surveyed Members with the quality and timeliness of chamber support, procedural and statistical publications, analysis and advisory services	90% satisfied	90% satisfied	Members Survey
Support service standards met for Sitzings of the House and the Senate and processing of Bills, votes, messages, and other chamber documents with high degree of accuracy and within timeframes	100%	100%	Internal Member support standards

Activity information

- Number of Sitzings of the House.
- Number of Sitzings of the Senate.
- Number of Bills introduced.

## 2. Committee Services

The Office supports the Houses of Parliament by:

- Providing procedural, research and administrative support to enable Parliamentary Committees to conduct and report on inquiries.
- Supporting other activities of those Committees.

### Intended outcomes

- Advice and services provided meet the needs of Committee Members for thorough, accurate and timely support that facilitates the work of Committees.
- Committee reports are prepared to a standard that meets Members' requirements.

### Performance Measures and Targets

	2021- 2022	2022- 2023	
Level of satisfaction among surveyed Committee Members with the standard of administrative and procedural support provided.	90% satisfied	90% satisfied	Members Survey
Level of satisfaction among surveyed Committee Members with the standard of research support provided.	90% satisfied	90% satisfied	Members Survey

### Activity information

- Number of Committee Meetings, including hearings and briefings.
- Hours of meetings.
- Number of Committee Reports.

### 3. Inter-Parliamentary Relations and Capacity Building

Together with financial support from the Commonwealth Parliamentary Association, the Office supports the Parliament by:

- Providing advice and services to support the Parliament’s national, international and regional relationships, including through the Parliament’s role in physical or virtual hosting inter-parliamentary conferences and events.
- Partnering with other Parliaments, within the Caribbean and Latin American region in capacity building activities.

#### Intended outcome

- Arrangements for incoming and outgoing delegations and participation in relevant parliamentary organizations are undertaken in a manner that meets the expectations of the Presiding Officers and delegates.
- Parliaments in the region are collaborated with for capacity building activities and support that meet mutual identified needs to strengthen capabilities.

#### Performance Measures and Targets

	2021-2022	2022-2023	
Level of satisfaction of Presiding Officers and delegates with arrangements for official incoming delegations.	90% satisfied	90% satisfied	Formal Survey/Feedback
Level of satisfaction of Presiding Officers and delegates with arrangements for outgoing delegations.	90% satisfied	90% satisfied	Feedback Process
Level of satisfaction among participants for capacity building activities.	90% satisfied	90% satisfied	Feedback process

#### Activity information

- Number and nature of incoming delegations managed.
- Number and nature of outgoing delegations managed.
- Number and nature of parliamentary capacity building activities.

## 4. Community Relations and Awareness

The Office supports the Houses of Parliament by:

- Providing services to deliver information to the public about the work of the Houses of Parliament in order to inform stakeholders, and increase public knowledge and awareness of, and interaction with, the work of the Houses of Parliament.
- Supporting the Parliamentary Education Outreach Initiative, administered by the Presiding Officers.

### Intended Outcomes

- Access to the work of the Houses and the Parliament is widely available to the public with engagement and participation rates tending to increase over time.
- Increase external client knowledge and understanding of the work of the Houses of Parliament through the provision of seminars, with participation rates tending to increase over time.
- School visitors continue to have access to Chamber galleries.
- Parliamentarians visit schools for Parliament Outreach Day.

### Performance Measures and Targets

	2021-2022	2022-2023	
Community is aware of, and engages with published information about legislative and other parliamentary processes.	Interaction with the work of the House increasing over time (%change on prior year)	Interaction with the work of the House increasing over time (%change on prior year)	Subscriptions to social media and analytics
Clients are satisfied with seminars.	90% satisfied	90% satisfied	Feedback forms

### Activity Information

- Community contacts to Office (phone and email).
- Number of seminar participants.
- Number of school visits.
- Number of visits to the Parliament's website.

## 5. Support to Members and Associated Entities

The Office supports the Houses of Parliament by:

- Providing advice and services to Members relating to salaries and allowances, and certain other entitlements.
- Monitoring developments in best practice, parliamentary and public administration and continuing to apply them as appropriate.
- Prioritizing key risks to work, health and safety to maximize the wellbeing of staff and Members.
- Assisting to set and deliver the Parliament's corporate strategic direction.
- Administering resources that will enable the requirements of the Houses and Committees to meet their targets.
- Facilitating administration of the Parliamentary Offices.

### Intended Outcomes

- Working to ensure common policies and frameworks are effectively aligned and assessed to achieve the right outcomes.
- Evaluations show a high degree of satisfaction with office support services and in managing risks to the health and safety of members, staff and other stakeholders.

## Performance Measures and Targets

	2021-2022	2022-2023	
President's and Speaker's level of satisfaction with the overall quality of non-chamber support services provided including Office Salary processing and other Members' Support services.	Very satisfied	Very satisfied	Feedback from the Speaker's And President on the overall quality of non-chamber support services provided to them and other members
Level of satisfaction among Members with the overall quality of non-chamber support services provided, including, office support, salary processing and Parliamentary office and other Members' support services.	90% satisfied	90% satisfied	Members survey

### Activity Information

- Number of member services processed.

## 6. Schools and Student Interaction

The Office supports the Parliament by:

- Providing booking arrangements for school groups visiting the Parliament building.
- Coordinating provision of hospitality for these groups.
- Hosting Youth Parliament.
- Providing Parliamentary Education Outreach for students.

### Intended Outcomes

- Hospitality is provided in accordance with bookings made by visiting school groups.
- Youth Parliament hosted twice per year.
- Hosting of one Parliament Outreach Day per year.

## Performance Measures and Targets

	2021-2022	2022-2023	
Monthly schedule of school visits and provision of hospitality to visiting school groups, in accordance with bookings.	100%	100%	Office records
Biannual Youth Parliament.	100%	100%	Office records
Annual Parliament Outreach Day	100%	100%	Office records

## Activity Information

- Number of visiting school students booked.
- Number of Youth Parliaments held.
- Number of schools participating in Parliamentary Outreach Day.

## Capability

Development of the Department’s capability ensures that it continues to achieve its purpose, and that there is sufficient flexibility and expertise to meet future needs.

## Staff Capability

The Office is committed to building staff capability and expertise to ensure it is suitably skilled for the future. Capacity building will focus on staff engagement, development and filling of vacancies to deliver organizational outcomes. The Office will continue to focus on leadership as a practice that can and should occur at all levels and cross training of staff to improve capacity. There will be an emphasis on development of parliamentary knowledge with focus on parliamentary practice and procedure.

This is encapsulated by the following:

- Developing Succession Plans for critical roles.
- Equipping staff with transferrable skills by committing to constant skills renewal and building a culture which supports continuous learning.
- Strengthening the Office's leadership and management capabilities.
- Utilization of interns/IMANI's as an incubator for staffing.

### Staff Capability Initiatives

	2021-2022	2022-2023
Develop a Succession Plan in collaboration with the Department of Public Administration.	Ongoing	Ongoing
Implement strategies associated with the Workforce Plan and evaluate and monitor outcomes.	Ongoing	Ongoing
Provide professional development and learning for staff at all levels for leadership, procedural and specialist skills through participation in a program of courses and on the job training.	Ongoing	Ongoing
Revise the Office's Performance Management Framework.	Ongoing	Ongoing
Draft updated job descriptions for all positions.	Ongoing	Ongoing

### Information Capability

Information remains an important strategic asset to manage and use in pursuit of the goals of the Houses of Parliament. Public policy, stakeholder and audience expectations, the COVID-19 pandemic, as well as advances in technology, are driving the Office to improve the management, use and delivery of information. This has resulted in the upgrading of information systems facilitated by the changing of the Standing Orders to include the use of electronic dissemination of correspondences to Members and the public.

Improving on the nature and the range of options for information access and output are critical in enabling the Office to support the work of the Parliament.

Parliament has embarked on a Digital strategy which includes the use of technology for meetings, the use of electronic devices in the Chamber instead of paper and a move from the traditional paper based systems of operation.



The Office has collaborated with the Ministry of ICT in some of these regards since it is a policy driven by all branches of Government. However there have been some shortcomings in the provision and control of Parliament’s website. The Office is committed to drive and implement digital initiatives to enhance the work of the Houses of Parliament. This will include looking at and also incorporating best practices from other Parliaments in the region

The Office will continue to collaborate with the Ministry of ICT to optimize access to the human resources necessary to implement changes.

The Office will also expand the use of technology to provide electronic copies of all Laws for availability to the public. There will also be a digitization of records for their preservation by a renewed digital emphasis on archiving.

### Information Capability Initiatives

	2021-2022	2022-2023
Enhancement of ICT systems.	Ongoing	Ongoing
Development and maintenance of Parliament’s website.	Ongoing	Ongoing
Implementation of electronic availability of all Laws of Grenada and archiving of information.	Ongoing	Ongoing
Development of a Procedural Manual.	For Completion	Ongoing

## Stewardship

The Office has an ongoing commitment to uphold the institution of the Parliament, with its history, traditions and procedures. There has to be a commitment to a strong element of continuity which is part of the main responsibility of the Office in supporting Members, the Houses and its purpose since the Constitution Order of 1974. This has to be further supported by the specialist procedural knowledge and skills of staff of the Houses of Parliament. Emphasis must be placed not only on established principles and procedural knowledge but by a culture of practice which has to be established by Presiding Officers and Clerks who have provided precedence. This stewardship is important for continued faith in the democratic institution of Parliament particularly so in times of social change and challenge.

In order for this stewardship to be effective, there must be improved education of the role of the legislative branch of Government particularly with the mainstream Public service and vital institutions such as the Public Service Commission and the Department of Public Administration.

The technical skill of Members as it pertains to the rules of the House and understanding of procedures and access to needed resources must also be strengthened.

### **Stewardship Initiatives 2021-2023**

- Promote and maintain currency of key procedural resources (e.g. Standing Orders and Manual on Procedures).
- Develop and implement strategies and resources for enhanced engagement by Members, staff and the public with the institution.
- Provide procedural knowledge, resources and services for Members and staff and the public.

## **Risk Oversight and Management**

The Office has a comprehensive framework based on the Government's overall approach to, implement, monitor and review strategies in place to achieve and maintain good governance. The framework comprises of independent audit, risk management, financial compliance and business continuity.

### **Independent Audit**

Independent assurance is provided to the Clerk as to the Office's financial and performance reporting responsibilities, risk oversight and management, and system of internal control by the Department of Audit.

The Audit is done at the discretion of the Department of Audit.

## Financial Compliance

The Office's financial management practices are governed by the Public Finance Management (PFM) Act. Information and advice on financial management practices are available to the Finance Officer and the Clerk of Parliament in accordance with government policy in keeping with the Act. The Act provides the basis for a compliance framework that ensures that staff have been provided with a level of authority necessary to discharge their financial and other responsibilities whilst minimizing the risk of mistake or misappropriation.

## Risk Management

The Office has a Risk Management Framework to ensure that consideration is given to possible risks and potential opportunities as an integral part of well-informed departmental management, Planning and decision-making processes. The Risk Management Framework defines the Office's risk appetite and level of risk tolerance, and allocates responsibility to staff at various levels for aspects of risk Planning, mitigation, oversight and reporting. The Risk Management Framework comprises of a detailed analysis of the likelihood and consequences of the Office's key strategic risks, and the treatments to be applied in each case.

Risks	Treatment
ICT capability—not fully realized	Develop a digital strategy and review cross-ministerial collaboration and ICT service delivery
Weak staff capability	Focus on Succession Planning, consideration of alternative staffing options including IMANI trainees
Failure to appropriately support Parliament in heightened security environments	Development of Security Plan
Failure to appropriately support Parliament in heightened pandemic environment	Develop a Health and Safety Plan
Low level of required human resources and staff capability	Focus on training and development for staff and review of recruitment strategy
Skills and knowledge not maintained	Implement Succession Planning in key roles
Failure to support Parliament due to ineffective cross-government collaboration and governance structures.	Development of strategic framework for Collaboration (DPA, Ministry of ICT and Public Service Commission)

Service delivery—failure to meet Members and other stakeholders' business expectations	Continue to raise awareness of services and modes of delivery. Enhance digital capacity for service delivery.
Service delivery—failure to meet broader public expectations	Enhance analytics capability in relation to communications channels including social media, and review modes of communications.

The Office's monitoring and reporting framework, will facilitate reporting on risks and its treatment. Cross collaboration will also provide opportunities to treat risks which are emblematic of other areas of Government. This is classically exemplified by ICT services and disaster mitigation during the hurricane season.

Security risks are unique to the Office of the Houses of Parliament due to the high levels of security needed for Parliamentarians and additionally based upon delegations or visits to Parliament by high profile persons.

### Business Continuity

The Office must be vigilant in ensuring business continuity arrangements are appropriate to the current environment and circumstances. The need for business continuity has been identified due to weakness in staffing arrangements, through lack of appointments to vacancies, which can impact services, possible strikes by the Public Workers Union, disruption in ICT and other technical services including the services of the Finance Officer. The business continuity strategy will assist in mitigating disruption to critical services of the Houses of Parliament. There is currently no option for business to continue if the Clerk of Parliament falls ill or is indisposed. The Presiding Officers along with the Clerk of Parliament is responsible for the governance and oversight of business continuity related matters.

The COVID-19 Pandemic has highlighted the need for business continuity since it has presented a number of challenges which are able scenarios for presenting strong cases for business continuity. This is of critical importance since the legislative branch must be ready and able to conduct business at all times in short notice or in the midst of emergencies as deemed necessary.

## Collaboration

Collaboration is an essential part of the activities of the Houses of Parliament. This is so, since there are competencies available to the Office in other areas of Government which is critical to the functioning of the Office of the Houses of Parliament.

- The Department of Public Administration is critical for the identification and support of the unique human resource needs of Parliament.
- The Ministry of ICT is critical for assisting in the implementation of new ICT initiatives and providing the necessary human resource support to assist the information unit of the Houses of Parliament in the performance of its strategic imperatives.
- The Royal Grenada Police Force (RGPF) is responsible for the provision of high level security according to the identified needs by the Head of Parliamentary Security who is a member of the RGPF.
- The Ministry of Health has provided active collaboration and support for Parliament by providing onsite health support for Sittings and assisting in advice for facilitation of attendance to Parliament based on COVID-19 protocols.
- The Government Information Service (GIS) has been an active collaborator in facilitating the dissemination of media for Sittings of the Houses of Parliament.
- The Governor-General's Office facilitates the Office by providing Instruments of Appointments for all Members of Parliament and assenting to Acts of Parliament.
- The Public Service Commission facilitates the Office on all staffing matters.
- The Ministry of Legal Affairs facilitates the Office through the provision of all Bills for Sittings of Parliament and other legal advice.

It is essential for these relationships to be strengthened for the effective and continued operations of the Houses of Parliament.

## Collaboration Initiatives: 2021-2022

- With the Department of Public Administration complete job descriptions for all positions within the Houses of Parliament.
- Continue to implement actions as guided in regards to security by the Royal Grenada Police Force.
- Monitor service levels pertaining to collaboration with other Departments such as the Department of Public Administration and the Ministry of ICT.
- Continue to collaborate with the Ministry of Health for the Health and Safety of Members and staff.
- Continue to collaborate with GIS to maximize dissemination of information.

## Summary of Strategic Priorities 2021-2023

### Activity 1—House of Representatives and Senate Sitzings

- Develop and implement a Parliamentary Schedule.

### Activity 2—Committee services

- Develop and implement a Schedule for Committee Meetings.

### Activity 3—Inter-parliamentary relations and capacity building

- Training of Staff in Parliamentary Procedures and Succession Planning.
- Filling all staffing vacancies.

### Activity 4—Community relations and awareness

- Development and maintenance of Parliament's Website.
- Improved use of Social Media for Public Awareness

### Activity 5—Members' and stakeholder support

- Filling all staffing vacancies.

### Activity 6—Schools and student interaction

- Implementation of Parliamentary Outreach Day.
- Implementation of Education Outreach Programme for schools.
- Increasing Student access by facilitating school visits to Parliament.

## Sources

Information in preparing the Corporate Plan for the Houses of Parliament was utilized from the following sources:-

1. Standing Orders of the Senate and the House of Representatives.
2. Annual Report 2020 (Activities held by the Grenada Branch of the Commonwealth Parliamentary Association (CPA)).
3. Public Finance Management (PFM) Act.
4. Grenada Constitution Order 1974.
5. Report on the Democratic Benchmarking of the Grenada Parliament 2020.
6. Houses of Parliament Corporate Plan 2016-2018.
7. Corporate Plan UK Parliament.
8. Small Branches Strategic Plan(CPA)  
[https://issuu.com/theparliamentarian/docs/cpa\\_small\\_branches\\_strategic\\_plan\\_2](https://issuu.com/theparliamentarian/docs/cpa_small_branches_strategic_plan_2)