



Ms Lyn Beverley
Committee Secretary
Senate Finance and Public Administration Committee
Parliament House
CANBERRA ACT 2600

Dear Ms Beverley

Senate Finance and Public Administration Legislation Committee Inquiry into the Department of Parliamentary Services (DPS)

As requested in the Committee's final report, please find attached the information sought prior to each estimates hearing in response to recommendations 1, 3, 9, 10 and 14:

- Recommendation 1: Update on the senior management structure, including an organisational chart ([Annex A](#));
- Recommendation 3: Update on the status of the Conservation Management Plan, the Design Principles and the Central Reference Document ([Annex B](#));
- Recommendation 9: Information on bullying and harassment complaints ([Annex C](#));
- Recommendation 10: Information on Hansard staffing, subediting and the Hansard Forum ([Annex D](#)); and
- Recommendation 14: Information on the Sandwalk review recommendations ([Annex E](#)).

To keep the Committee updated in relation to some other recommendations, I also attach the following information:

- Recommendation 6: Update on the internal audit of contracts put in place in 2015 ([Annex F](#));
- Recommendation 11: Update on implementation of full day shifts for our Visitor Services staff ([Annex G](#));
- Recommendation 13: Update on the policy for the use of Parliament House facilities for functions and events ([Annex H](#));

I would be grateful if you could provide these documents to the committee.

Yours sincerely

Rob Stefanic
Secretary
28 January 2016

Senate Finance and Public Administration Legislation Committee Inquiry

Department of Parliamentary Services

Tabled January 2016

Recommendation 1: The committee recommends that prior to each estimates hearing, DPS provide an update on the senior management structure of the department, including an organisational chart indicating changes to the personnel in senior executive staff positions.

Department's update prior to 2016 Additional Estimates:

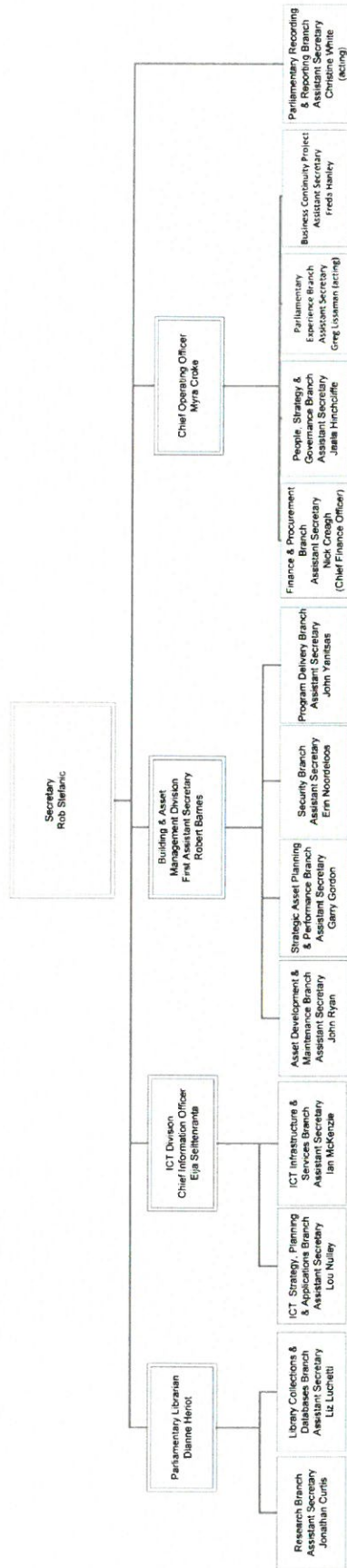
Please see the attached organisational chart with notes that explain changes to personnel in senior executive staff positions.



PARLIAMENT OF AUSTRALIA
DEPARTMENT OF PARLIAMENTARY SERVICES

Annex A

Organisation Chart
18 January 2016



The following Senior Staffing changes have occurred since October 2015 – Estimates:

Separations:

21/12/15 Mr Brendan MacDowell Commenced Rec Leave then returned to PM&C (officer was on secondment)

Long Term Leave:

From 29/8/15 Ms Karen Greening
From 21/12/15 Ms Freda Hanley

Commencements:

14/12/15 Mr Robert Stefanic
21/12/15 Mr Greg Lissaman commenced acting Assistant Secretary PEB pending permanent filling.

Please note short term acting arrangements are not reflected in this chart.

Senate Finance and Public Administration Legislation Committee Inquiry

Department of Parliamentary Services

Tabled January 2016

Recommendation 3: The committee recommends that prior to each estimates hearing, DPS provide the committee with an update of the status of the Conservation Management Plan, the Design Principles and the Central Reference Document. These updates should continue to be provided until such time as all three documents are complete.

Department's update prior to 2016 Additional Estimates:

A status update for the Conservation Management Plan, the Design Principles and the Central Reference Document is outlined below:

Conservation Management Plan: DPS is working closely with the Expert Advisory Panel appointed to advise on this process and the consultants engaged to prepare the CMP. DPS requested error corrections and amendments to the document in late December following the EAP meeting of 9 December 2015. Given the Christmas holiday period and availability of the Consultant, it is anticipated the document will be provided to Mr Romaldo Giurgola's nominated representatives, Ms Pamille Berg, Director of Pamille Berg Consulting, and Mr Hal Guida, Partner, Guida Moseley Brown Architects, in mid-February, for proposed finalisation in April 2016.

Design Principles: DPS requested error corrections and amendments to the document in late December following the Expert Advisory Panel (EAP) meeting of 9 December 2015. Given the Christmas holiday period and availability of the Consultant, it is anticipated the document will be provided to Ms Berg and Mr Guida in mid-February, for proposed finalisation in April 2016.

Central Reference Document: DPS has had initial discussions with the preferred provider, who has indicated they would not be available to commence work on the project until July 2016. Our preferred provider has estimated it would take a minimum of two years to complete. The Department is currently working to determine its preferred scope.

Senate Finance and Public Administration Legislation Committee Inquiry

Department of Parliamentary Services

Tabled January 2016

Recommendation 9: The committee recommends that, prior to each estimates hearing, DPS provide the committee with the following information on the number of bullying and harassment complaints:

- The number of new complaints recorded on the HR register since the previous estimates update was provided;
- the status of each of the new complaints recorded on the HR register since the previous estimates update was provided;
- the number of complaints withdrawn from the HR register and the reasons that the complaints were withdrawn, and
- the number of Harassment Contact Officer in DPS.

Department's update prior to 2016 Additional Estimates:

1. There has been one complaint recorded on the HR Register since Senate Estimates held in October 2015. This complaint was received on 9 November 2015.
2. The matter reported on 9 November 2015 is currently being investigated in order to determine whether there may be a case to answer and whether formal action under the Parliamentary Service Code of Conduct is appropriate.
3. No complaints have been withdrawn.
4. As at 13 January 2016 DPS has 16 Harassment Contact Officers.

Senate Finance and Public Administration Legislation Committee Inquiry

Department of Parliamentary Services

Recommendation 10: The Committee recommends that prior to each estimates hearing, DPS provide the committee with the following information:

- the total number of editors employed by Hansard and a breakdown of those numbers into trainees and trained editors;
- the breakdown of the number of editors who are employed full-time, part-time and casual;
- the total number of chamber and committee turns transcribed by Hansard since the previous estimates update and the number of those turns which were subedited;
- where there has been a decision not to subedit turns, the reasons for that decision; and
- an update on the work of the Hansard forum.

Department's update prior to 2016 Additional Estimates:

1. The total number of editors employed by Hansard and a breakdown of those numbers into trainees and trained editors:

As at February 2016, Hansard has 59 permanent editing staff.

Permanent/ongoing Editing Staff	59
Trained editors	35
Trainee editors	24

- Of the trainee editors, all are participating in Hansard's editor training program with:
 - Three having completed six of the eight training units;
 - Ten having completed five of the eight training units; and
 - Four having completed between one and four of the eight training unit.

Seven trainee editors are just commencing their training after joining Hansard in 2016.

Hansard also has 16 casual editing staff to assist during times of increased work load.

Casual/non- ongoing Editing Staff	16
Trained editors (former Hansard editors)	6
Trainee editors (former Hansard trainees)	3
Transcribers	7

2. The breakdown of the number of editors who are employed full-time, part-time and casual:

Permanent/ongoing Editing Staff	Total	Trained	Trainee
Full time	24	22	2
Part time	10	10	0
Sessional part-time (working 39 weeks per year)	14	2	12
Sessional part-time (working 25 weeks per year)	11	1	10

Casual/Non-ongoing Editing Staff	16
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3. The total number of chamber and committee turns transcribed by Hansard since the previous estimates update and the number of those turns which were subedited:

Number of chamber turns transcribed between 1 October 2015 and 25 January 2016	Approximate number of chamber turns subedited*	Approximate percentage of chamber turns subedited
3,634	1,549	43%

* This data includes turns subedited and turns opened to make pinks and greens corrections

Number of committee turns transcribed between 1 October 2015 and 25 January 2016	Number of committee turns subedited	Percentage of committee turns subedited
8,146	3,696	45%

4. Where there has been a decision not to subedit turns, the reasons for that decision:

Chamber subediting - Due to the ratio of trained editors to trainees Hansard continued to temporarily suspend the subediting of chamber turns done by trained editors and focus chamber subediting on the work of trainee editors only.

From the start of the 2016 sittings, Hansard will recommence chamber subediting on sitting Thursdays. As trainees progress through the Hansard editor training program, the subediting of trained editor turns will continue to be progressively reintroduced on other days.

5. An update on the work of the Hansard forum:

Since 1 October 2015, the following activities were initiated/undertaken by the Hansard Forum:

- A Hansard chamber form (chamber procedure) group was established to provide training and act as a ready resource for their colleagues. The chamber form group met three times in late 2015 and will meet again when sessional staff return to work in early 2016.
- Tours of the Parliamentary Audio Visual facilities were held for Hansard staff in November.
- Following feedback from editors about how to make the Hansard style guide more useful, a version of the style guide containing detailed appendices was distributed to Hansard trainees for road testing and comment. Following receipt of feedback, the style guide with appendices will be distributed to all staff in late January.
- Standard operating procedures for in camera transcription are being developed and further IT testing is being carried out in January 2016 to ensure that the continued security of in camera transcripts would be maintained if production were to be moved back online.

Issues currently being considered by the Hansard Forum include:

- Developing a process and schedule for review of editing policies and practices —for example, the Hansard Editing and Corrections Policy, the Hansard Officials Policy and Hansard's training documentation.
- Refining the editor peer review and feedback process.

Additional Information

Recent recruitment activities have increased Hansard editing numbers from 40.59 FTE to 45.5 and increased the editor headcount during sitting periods from 53 to 59.

The Acting Assistant Secretary, Parliamentary Recording and Reporting Branch has continued to hold one on one meetings with Hansard staff (approximately 48 meetings have been held) and the feedback continues to indicate a more positive working environment and increased job satisfaction.

Senate Finance and Public Administration Legislation Committee Inquiry

Department of Parliamentary Services

Tabled January 2016

Recommendation 14: The committee recommends that DPS provide the committee with a list of the recommendations that it intends to implement from the Sandwalk review and, prior to each estimates hearing, provide the committee with an update on the implementation of those recommendations.

Department's update prior to 2016 Additional Estimates:

See attached table: 'Sandwalk Partners Review: Review of the Visitor Experience at Australian Parliament House: Directional Strategy for a New Visitor Experience (September 2013)'.

Sandwalk Partners Review: Review of the Visitor Experience at Australian Parliament House: Directional Strategy for a New Visitor Experience (September 2013)

(Note: changes since DPS's last summary to the Committee in December 2015 re **highlighted**)

Recommendation No. / Category	Recommendation	Response to the recommendation	Progress to date / comments
<p>1. Visitor Numbers and Profile</p>	<p>1a. Visitor Counting: Contradictions in the available visitor data make the task of developing strategies to grow visitation more difficult, particularly in terms of setting sales and marketing strategies and measuring outcomes. Visitor counting needs to be supplemented with additional data collection to allow better segmentation of data and understanding of motivators, needs and wants.</p> <p>1b. Origin Markets: An accurate understanding of the market of origin of visitors is needed to allow strategic decisions to be made on sales, marketing and promotional activity and spend. Ongoing and accurate data collection needs to be incorporated across the available visitor touch points.</p>	<p>Accepted</p>	<p>Complete.</p> <p>DPS has developed a more accurate method of counting visitors through the main entrance due to adjustments with magnetometers and a process of removing pass swipes from the visitor count.</p> <p>In August 2015, new visitor cards were implemented to obtain more accurate and timely visitor satisfaction results, particularly across the three areas of general visitors, school tours and DPS events/tours.</p>
		<p>Accepted</p>	<p>Partially complete. Completion expected by mid-2016.</p> <p>Postcodes are currently collected from visitors through the visitor cards and customers of The Parliament Shop.</p> <p>The new Shop point-of-sale (POS) system will include a basic customer research program which will record customer postcodes. The operator can ask the customer questions such as their Australian postcode or country of residence for foreign visitors when they are purchasing items. Customers can choose to not to provide this information.</p> <p>The POS system is due to be in place by mid-2016.</p>

Recommendation No. / Category	Recommendation	Response to the recommendation	Progress to date / comments
2. Overall Visitor Experience	<p>2a. It is important that visitors are properly welcomed, oriented and informed on arrival. Signage and way-finding tools including digital signage or projections are needed to help visitors navigate, interact with and get the most out of their visit.</p>	Accepted in principle	<p>In progress. Timing for completion to be advised. A new map for visitors setting out key areas to visit has been available from mid October 2015. DPS has appointed Emery Studio to undertake a review of all the existing signage in the precinct. This will examine the requirements for visitors, occupants and events. Included in the review will be a strategy for digital signage and new processes. The review has been delayed and is expected to be finalised by the end of March. On receipt of the review report, consideration will be given to the recommendations, heritage and design integrity implications, how the accepted recommendations will be funded and implemented, and timing for implementation.</p>
	<p>2b. Providing a diverse array of potential experiences, allowing individuals to choose the story or narrative of Parliament House that they are most interested in, assisting the visitor journey with maps and signs and interpreting what they are seeing so that they better understand it, will create a more compelling and memorable experience.</p>	Accepted	<p>Complete. A new suite of tours that provide choice of stories and themes throughout the year have been offered since the beginning of 2014 and are linked directly to the event and exhibition program. Currently five free and three paid tours are offered each day. The tours will continue to be linked to the events, collections and exhibition program.</p>

Recommendation No. / Category	Recommendation	Response to the recommendation	Progress to date / comments
	<p>2c. Children's Content: Developing child friendly content is essential for engaging families. The existing resources of the PEO, as well as the current schools tour content, should be used to develop authentic and meaningful content for a child friendly experience.</p>	<p>Accepted</p>	<p>Partially complete. Completion in mid-2016.</p> <p>The Magna Carta family role play tour was trialled successfully in early 2015, and the new tour has run since June 2015 to coincide with Magna Carta 800th anniversary celebrations.</p> <p>A new family self-guide activity trail map based on Magna Carta has been available since mid-October 2015. The PEO has provided advice on the development of the Magna Carta role play tour and the trail map.</p> <p>DPS is collaborating with the PEO on a learning research project being undertaken by the National Capital Educational Tourism Project and the University of Queensland, with data collection to be completed by the end of 2015. Analysis of data is to be completed in March 2016 with a final report to be presented in April 2016. The research aims to determine the level of positive impact of school visits to the national capital on students' knowledge and active engagement with civics and citizenship. This information will assist DPS to continue to develop and monitor the tours it offers to school groups.</p>
	<p>2d. Queens Terrace Café: Quality of the offering, service and ambiance of The Queen's Terrace Café should be improved, and the Terrace area leveraged better for day-time visitors and night-time events to unlock significant value from this venue, as part of the visitor experience and as a generator of revenue.</p>	<p>Accepted in principle</p>	<p>Partially complete. Completion expected in 2016.</p> <p>The Queen's Terrace Café has been refreshed with a new selection of artwork from the Parliament House Art Collection. The cafe offering has been included in promotion of Festival events at APH including Enlighten and Floriade.</p> <p>DPS monitors the contractor's performance. Difficulties with the ambience need to be dealt with by collaboration between DPS and IHG. The new IHG APH catering manager has been asked to submit a proposal to improve all aspects of the offering and service.</p> <p>DPS has engaged consultants to develop a food, beverage and retail strategy for APH. This will include consideration of options to improve food and beverage offerings at APH, including at the Queen's Terrace Café.</p> <p>The feasibility of and options for use of the Café as a restaurant outside normal APH opening hours will be examined as part of the food and beverage strategy. Consideration by DPS would include security implications and the cost to DPS of supporting out-of-hours access.</p>

Recommendation No. / Category	Recommendation	Response to the recommendation	Progress to date / comments
	<p>2e. Parliamentary Shop: The Shop should be a place where officially licensed and authentic gifts and meaningful mementos can be purchased (onsite and online) to properly integrate it into the visitor experience and unlock commercial value.</p>	Accepted	<p>Complete.</p> <p>Since 2013 the Shop product mix has been reviewed with new products being offered that have a much stronger link to the APH experience. A range of stock is directly linked to the Australian Parliament House collections and exhibition program – whether that be postcards featuring the art collection, exhibition catalogues, tea towels or jigsaw puzzles featuring the building or collection objects. The Parliamentary Library provides expert advice to select most of the publications for the Shop.</p> <p>The Parliament Shop has become a signatory to the Indigenous Art Code to ensure that all products featuring indigenous content are sourced ethically.</p> <p>DPS will continue to review the products for the Shop and to link these with the APH experience.</p>
<p>3. Guided Tour Experience</p>	<p>3a. Management and Staffing: Based on the final recommendations of the completed review there will need to be an assessment of the appropriateness of the current structure, resourcing levels and capabilities to ensure that the new direction can be delivered to required standards.</p>	Accepted	<p>Complete. Partially complete. Completion by the end of 2015.</p> <p>DPS is currently implementing a new staffing model for the VSOs which has increased staffing from 14.1 to 16.7 FTE. This model includes a mix of full-time and part-time VSOs supported by casual staff. The model aims to ensure there are sufficient resources to manage all visitors to APH and to offer a varied program of high quality experiences, especially more guided tours.</p> <p>Recruitment for the 8 new full time positions will be completed by the end of 2015 is completed. New VSOs commenced in December 2015 and January 2016.</p>

Recommendation No. / Category	Recommendation	Response to the recommendation	Progress to date / comments
	<p>3b. Tour Technology: There is significant existing digital content at Parliament House, and more being produced, which should be leveraged to enhance the tour using appropriate technology.</p>	Accepted	<p>Partially complete. Completion in 2016.</p> <p>New digital content has been placed on the Visit Parliament website and the pages are being re-designed to significantly improve the online experience.</p> <p>A self-guide mobile application is under development and it is under development and we are assessing the best tool to provide visitors with a self-guide experience. New digital products that interpret works on display and lead visitors through the public spaces and to the chambers will be progressed in tandem with the redevelopment of the Visit Parliament House website.</p>
	<p>3c. Tour Quality: Scripting of content and standardised key messages should be supported by training VSOs to ensure that they are able to deliver approved content while retraining and utilising their individual flair and personality. This should be reinforced through ongoing staff assessments as part of the formal performance review process.</p>	Accepted, but noting that tours are not fully scripted.	<p>Complete.</p> <p>Up-skilling staff through specialised training in customer service and interpretation has been implemented; agreed content and routes for tours are in place; and training for VSOs to deliver new tours and programs is ongoing. There is an assessment mechanism in the VSO performance framework as well as mentoring and peer assessment from the VSO cohort. Evaluation of new tours is ongoing.</p> <p>Tours are not fully scripted but all tours have approved content and routes. There is some scope to vary the script depending on the interest of the tour group, access due to parliamentary sittings and the knowledge strengths of the VSO.</p>
	<p>3d. Meeting Demand: A future model for guided tours will need to find a better balance of meeting customer demand, controlling costs through efficiency, and delivering a quality visitor experience.</p>	Accepted	<p>Complete.</p> <p>Tour averages vary throughout the year due to fluctuations in visitation influenced by the sitting calendar, school tour demand and school holiday periods. During high visitation periods during the middle of the year the VSO staff can undertake eight public tours, four private tours and 20 tours for school groups on a typical day. Three of the public tours are paid themed tours which are linked with events, collections, significant anniversaries and the exhibition program. Visitor satisfaction with APH and tours is currently very high.</p> <p>The number and nature of tours will continue to be assessed on an ongoing basis.</p>

Recommendation No. / Category	Recommendation	Response to the recommendation	Progress to date / comments
	<p>3e. Meeting Visitor Needs: There needs to be a closer match between visitor needs and expectations and the tours being delivered. Different languages, interest and desire for engagement should be drivers of new experience development.</p>	Accepted.	<p>In progress. Timing for completion to be advised.</p> <p>DPS is considering which brochures, guides and maps should be in foreign languages and which key languages need to be catered for. DPS will also consider what foreign language utility might be required for any digital products to be developed in tandem with the Visit Parliament website.</p>
<p>4. Self-guided Experience</p>	<p>4a. Interpretation: A solution is needed to provide the majority of visitors to Parliament House a way to manage their own journey but still be informed, engaged and entertained, in a way which is entirely consistent with the design and architectural sensitivities of the building.</p>	Accepted	<p>Partially complete. Completion expected in 2016.</p> <p>A new hard copy map and guide will be available from has been available since mid-October 2015.</p> <p>An interactive multimedia kiosk featuring information on parliamentarians who have served in the military during conflict is being was installed in the public area in on 11 November 2015 for the duration of the Centenary of ANZAC. The kiosk will be progressively updated with information on parliamentarians who served during World War Two and in post-1945 conflict and peacekeeping operations.</p> <p>All static displays are currently being reviewed to see if there is capacity to create interactive exhibits that will allow visitors to find more information about their parliamentarians and the work of Parliament.</p> <p>The Visit Parliament webpages on the APH website are currently being re-designed. A self-guide mobile application is under development and it will be progressed in tandem with the redevelopment of the Visit Parliament website.</p> <p>A new design approach for the Visit Parliament webpages on the APH website has been approved. The redesign of the Visit Parliament web pages is planned to be completed by late 2016. New digital products that interpret works on display and lead visitors through the public spaces and to the chambers will be progressed in tandem with the redevelopment of the Visit Parliament website.</p>

Recommendation No. / Category	Recommendation	Response to the recommendation	Progress to date / comments
	4b. Changeable Content: A new visitor experience needs to find the balance between the activity of sitting days and the need for additional interaction at other times. Creating the optimal visitor experience for both periods is key.	Accepted.	Complete. Eight public tours are scheduled each day. Three of the public tours are paid themed tours which are linked to the collections, events, significant anniversaries and the building's heritage. During non-sitting periods these paid tours include behind-the-scenes content which provides an opportunity for visitors to have a different valuable experience. Tour content is also varied to reflect special events—for example, courtyard tours during Floriade and Unconformity tours during Enlighten.
5. School Tours	5a. School Tours: The confusion which some schools are experiencing as a result of the lack of coordination strongly suggests that one body should control and coordinate the entire schools programme and that the coordinating body should be the PEO. The PEO should be moved into the Parliamentary Experience Branch of DPS to take control of all aspects of school tours.	Response deferred	DPS's response to this recommendation is deferred pending consideration of any recommendations arising from the inquiry by the Joint Standing Committee on Electoral Matters into <i>A matter arising from the 2013-14 Annual Report of the Australian Electoral Commission, namely the delivery of electoral education.</i> DPS continues to work closely with the PEO in the Department of the Senate and the Serjeant-at-Arms (SAA) to improve coordination of school tours through the new booking system implemented by the Chamber Departments.
6. Exhibitions and Community Engagement	6a. Exhibitions: Exhibitions and public displays should be integrated into the broader visitor experience and critical to this is the consolidated control of content curation and experience delivery.	Accepted.	Complete. This has been implemented with the formation of an integrated program of exhibitions, events and programs since early 2014 which includes specific exhibitions and displays for NAIDOC and Reconciliation Weeks. DPS Art Services has been rebranded as DPS Art Collection & Exhibitions and this section has assumed responsibility for the development, curation and delivery of exhibitions and displays within the public areas. DPS Products & Programs staff are responsible for curation of an accompanying suite of events and public programs and content for the Parliament Shop.

Recommendation No. / Category	Recommendation	Response to the recommendation	Progress to date / comments
	6b. Public Programming: The feasibility of developing a programme of public events should be explored as a vehicle of greater community engagement.	Accepted.	Complete. This has been implemented with the formation of an integrated program of exhibitions, displays, events and programs, including for Floriade, Enlighten, the Magna Carta 800 th anniversary, the Centenary of ANZAC, NAIDOC and Reconciliation Weeks and the Heritage Festival.
	6c. Volunteers: The feasibility of utilising volunteers as a means for community engagement and outreach should be explored.	Not accepted.	DPS proposes to have the VSOs continue to deliver tours.
7. Marketing and Promotion	7a. Promotion: As a new visitor experience is developed and launched, and as Parliament House becomes more engaged with the community and driver of event activity, a coordinated marketing and communications strategy will be needed to properly engage with the potential visitor audiences.	Accepted.	In progress. Implementation has commenced with a more integrated program of exhibitions, events and programs; and the marketing of activities by DPS communications staff. Work is continuing to develop a longer term forward program to ensure that market and product development can occur in a timely way. The 2016 program of exhibitions and community engagement events and programs have been approved by the Presiding Officers Further refinement work will continue to be undertaken on marketing and communication strategies.
	7b. On-line & Social: To provide an online welcome, and to stage a dialogue with visitors via social media, the marketing and communications plan should incorporate the development and management of a Visit Parliament House micro-site and social media strategy.	Accepted in part. The creation of a Visit Parliament House micro-site is not accepted.	Partially complete. Completion in 2016. The Visit Parliament pages on the APH website are currently being re-designed to provide clearer content for visitors. A new design approach for the Visit Parliament webpages on the APH website has been approved. The redesign of the Visit Parliament web pages is planned to be completed by late 2016. The Department is currently finalising a strategy for an ongoing social media presence in concert with the Visit Parliament website.

Recommendation No. / Category	Recommendation	Response to the recommendation	Progress to date / comments
	<p>7c. Tourism Industry: A tourism industry engagement strategy will be central to maximising the benefit derived from Parliament House and developing a world class visitor experience and making it the flagship of ACT Tourism.</p>	<p>Not accepted. There will not be development of a separate tourism industry engagement strategy.</p>	<p>DPS will address the spirit of this recommendation in the marketing strategies developed for each major event or program. Engagement with tourism bodies, including NCAAA and Visit Canberra, is underway and ongoing.</p> <p>A new APH promotional brochure was distributed to ACT tourism outlets in July 2015 and reprinted and redistributed in November 2015.</p> <p>APH participated in the Visit Canberra social media promotional Human Brochure and 101 Humans. Also APH activities continue to be aligned with festivals and major events e.g. Floriade, Enlighten, Canberra and District Heritage Festival.</p>
<p>8. Food and Beverage and Retail</p>	<p>8a. Retail Range Development and Integration: Business development plans and 360° integration of retail on and off site are needed to enhance the visitor experience and optimise commercial returns. With the required management structure and resource support, a targeted range and effective sales strategy the retail store presents a significant brand development and commercial growth opportunity.</p>	<p>Accepted.</p>	<p>In progress. Timing for completion to be advised.</p> <p>A food and beverage and retail strategy is being developed by The Maytrix Group, with delivery of the report on the strategies for consideration in January 2016 by the end of 2015.</p> <p>DPS will need to consider the retail strategy and make recommendations about options for future retail activity for consideration by the Presiding Officers. Consideration and implementation will be undertaken in 2016. It is difficult to estimate the timing for completion until consideration of the strategy takes place.</p>

Recommendation No. / Category	Recommendation	Response to the recommendation	Progress to date / comments
9. Organisational Structure	<p>8b. F&B Integration: Similarly, development plans and 360° integration are required to enhance the visitor experience and optimise commercial returns from this key channel. The Queen's Terrace Café should be positioned to present and promote ACT growers and produce with integrated and targeted offers. Engagement can be broadened through encouraging visitors to participate in celebratory menus and at targeted culinary events.</p>	Accepted.	<p>In progress. Timing for completion to be advised.</p> <p>The current caterer, IHG, sells local produce in the Queens Terrace Café where possible; however this has not been actively promoted.</p> <p>A food and beverage strategy and a retail strategy are being developed by The Maytrix Group, with delivery of the report on the strategies for consideration in January 2016 by the end of 2015. In developing the Strategy, the consultants will consider whether 'the Queen's Terrace Café should be positioned to present and promote ACT growers and produce with integrated and targeted offers'.</p> <p>DPS will need to consider the food and beverage strategy and make recommendations about options for future delivery of these services for consideration by the Presiding Officers. Consideration and implementation will be undertaken in 2016. It is difficult to estimate the timing for completion until consideration of the strategy takes place.</p>
		Accepted.	<p>Complete.</p> <p>The Parliamentary Experience Branch was created to facilitate this work and to work closely with the other parliamentary departments. The Chamber Departments, Library and the PEO are consulted and provide input during the creation of new content for visitor experiences.</p>

Senate Finance and Public Administration Legislation Committee Inquiry

Department of Parliamentary Services

Tabled January 2016

Recommendation 6: The committee recommends that DPS conduct an internal audit of contracts put in place in 2015 and provide a copy of the audit report to the committee by 1 February 2016.

Department's update prior to 2016 Additional Estimates:

The final report has been completed and the Chief Finance Officer has provided a management response. DPS will seek the Audit Committee's out of session endorsement to the final report. DPS will provide the report to the Senate Finance and Public Administration Legislation Committee after it has been considered by the Audit Committee.

Senate Finance and Public Administration Legislation Committee Inquiry

Department of Parliamentary Services

Tabled January 2016

Recommendation 11:

The committee recommends that DPS provide the committee with the evaluation of the trial of the full day shifts by 1 October 2015

Department's update prior to 2016 Additional Estimates:

- The recruitment process to engage the new full time VSOs was completed in **November 2015** and the new full-time staff are trained and have been integrated into the new roster from the end of **December 2015**.

Senate Finance and Public Administration Legislation Committee Inquiry

Department of Parliamentary Services

Tabled January 2016

Recommendation 13:

The committee recommends that DPS provide the committee with the revised and updated policy on the use of Parliament House facilities for functions and events once that policy is completed.

Department's update prior to 2016 Additional Estimates:

Work is underway on revising this policy. The policy was submitted to the Presiding Officers on 2 December 2015 who subsequently requested additional information. The additional information was prepared by DPS, with input from the chamber departments, and it was provided to the Presiding Officers on 15 January 2016 for further consideration.