



Ms Ann Palmer
Committee Secretary
Senate Finance and Public Administration Legislation Committee
Parliament House
CANBERRA ACT 2600

Dear Ms Palmer

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, sub-editing and the Hansard Forum ([Annex D](#)), and
- Recommendation 14: Information on the Sandwalk review recommendations ([Annex E](#)).

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

Yours sincerely

Rob Stefanic
Secretary

7 May 2018

Senate Finance and Public Administration Legislation Committee Inquiry

Department of Parliamentary Services

Tabled May 2018

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.

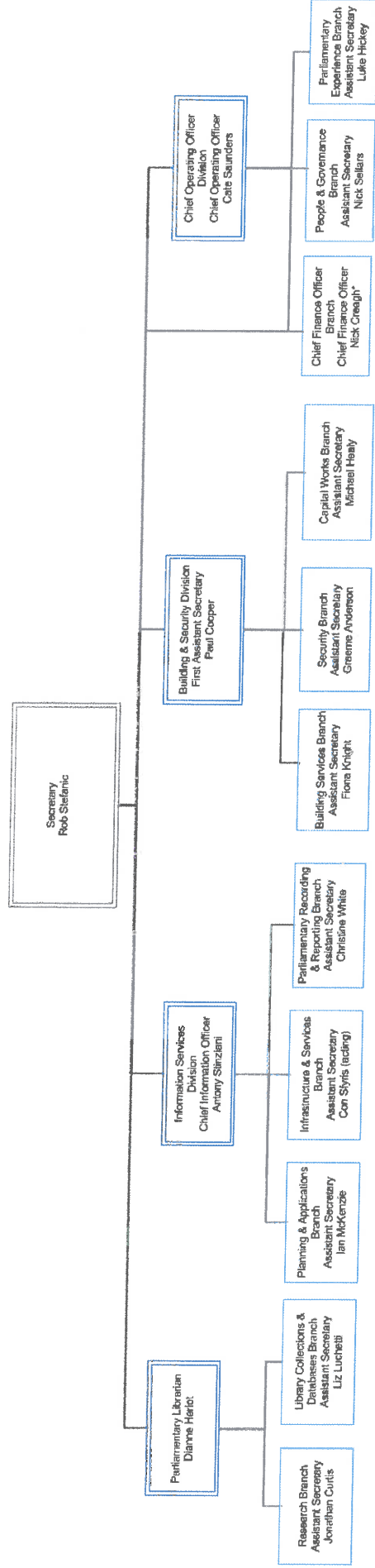
Department's update prior to 2018-19 Budget Estimates:

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



PARLIAMENT OF AUSTRALIA
DEPARTMENT OF PARLIAMENTARY SERVICES

Annex A
Organisation Chart
1 May 2018



* The Chief Finance Officer reports directly to the Secretary on finance matters.

The following Senior Staffing changes have occurred since February 2018 – Estimates:
 Commencements / Promotions:
 13/03/18 Mr Nick Sellars appointed as the Assistant Secretary, People and Governance Branch
 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 May 2018

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 2018-19 Budget Estimates:

Work on the Central Reference Document (CRD) is progressing well.

As at 30 April 2018, Ms Pamille Berg AO Hon FRAIA had revised 29 of 31 existing chapters of the CRD. These chapters have been published in pdf form on the DPS portal for use by staff. The remaining two existing chapters are expected to be finalised in early May. Ms Berg will commence work on up to 11 new CRD chapters in the new financial year.

The proposed March presentation on the design intent of architecture and art of the Members Hall was deferred. It will now be held later in the year along with other presentations, including the design intent of the architecture and art of the Marble Foyer.

Senate Finance and Public Administration Legislation Committee Inquiry

Department of Parliamentary Services

Tabled May 2018

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 Contacts Officer in DPS?

Department's update prior to 2018-19 Budget Estimates:

- There has been one new complaint of bullying and harassment recorded on the HR Register since the previous estimates update was provided.
- Management action was undertaken in response to the complaint.
- There was one complaint of bullying and harassment withdrawn from the HR register since the previous estimates update was provided. This was due to the employee failing to provide sufficient information to enable the complaint to be progressed.
- As at 31 March 2018, DPS had 17 Harassment Contact Officers (HCOs).

Senate Finance and Public Administration Legislation Committee Inquiry

Department of Parliamentary Services

Tabled May 2018

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 sub-edited
- where there has been a decision not to sub-edit turns, the reasons for that decision, and
- an update on the work of the Hansard forum.

Department's update prior to 2017-18 Budget Estimates:**1. The total number of editors employed by Hansard and a breakdown of those numbers into trainees and trained editors:**

As at April 2018, Hansard has 47 ongoing editing staff.

Ongoing Editing Staff	47
Trained editors	34
Trainee editors	13

Of the trainee editors, all are participating in Hansard's editor training program with:

- one having completed seven of the eight training units
- one having completed six of the eight training units
- six having completed five of the eight training units, and
- five having completed four of the eight training units.

Hansard also has 12 casual editing staff to assist during times of increased workload.

Casual/non- ongoing Editing Staff	12
Trained editors (former Hansard editors)	4
Transcribers	8

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

Ongoing Editing Staff	Total	Trained	Trainee
Full time	19	18	1
Part time	10	10	0
Sessional part-time (working 39 weeks per year)	10	5	5
Sessional part-time (working 25 weeks per year)	8	1	7

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 27 January and 11 April 2018	Approximate number of chamber turns subedited*	Approximate percentage of chamber turns subedited
4,197	4,197	100%

* This data includes turns sub-edited and turns opened to make pinks and greens corrections

Number of committee turns transcribed between 27 January and 11 April 2018	Number of committee turns subedited	Percentage of committee turns subedited
7,297	1,906	26%

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

Chamber subediting - chamber transcripts have been subedited in full since 14 August 2017.

During the February 2018 estimates week a different subediting process was used whereby chamber subediting was delayed and undertaken in the following non-sitting weeks. **Committee subediting** – Hansard ceased subediting of committee turns transcribed by trained editors in approximately September 2007; however, all committee turns transcribed by trainee editors continue to be subedited.

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

The Hansard forum met on 23 March 2018. Issues discussed included the updated committee corrections guidelines and the trainee editor assessment process.

In addition, work continued on the use of captions as an input to transcription and on the use of open rosters for the chambers.

Senate Finance and Public Administration Legislation Committee Inquiry

Department of Parliamentary Services

Tabled May 2018

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 2018-19 Budget 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 of the Visitor Experience at Australian Parliament House: Directional Strategy for a New Visitor Experience (September 2013)

Recommendation No. / Category	Recommendation	Response to the recommendation	Progress to date / comments
2. Overall Visitor Experience	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.	Accepted in principle	<p>In progress. Timing for completion to be advised.</p> <p>A new map for visitors setting out key areas to visit has been available from mid-October 2015. DPS appointed Emery Studio to undertake a review of all the existing signage in the precinct. The review examined the requirements for visitors, occupants and events. Included in the review is a strategy for digital signage and new processes. The Wayfinding and Signage Strategic Overview was completed on 1 April 2016 as Stage 1 of the project. Stage 2 of the project which would address priority recommendations including design elements and an update of the Graphic Style Manual has not yet commenced.</p> <p>Upgrades to signage will be subject to consideration in line with Design Integrity principles and would be included at the same time of implementation of upcoming capital works projects at Parliament House.</p> <p>New foreign language maps were made available in August 2016. Visitor Experience conducted an informal audit of APH signage from a visitor perspective in June 2016. These findings were presented to the Secretary in August 2016 and will be incorporated into the next stage of the Wayfinding and Signage audit being conducted.</p> <p>A broader APH signage project is being run by the Capital Works Branch and the Design Integrity & Archives Unit as part of the ongoing building works at APH. This project is ongoing.</p> <p>Additionally a new process for welcoming and streamlining business and event guests commenced in August 2017 and is being well received.</p>
3. Guided Tour Experience	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.	Accepted	<p>Complete.</p> <p>New digital content has been placed on the Visit Parliament website and the pages were re-designed to significantly improve the online experience.</p> <p>A self-guide mobile application was previously under development. However, technology is progressing rapidly and we are re-assessing the best tool to provide visitors with a self-guide</p>

Recommendation No. / Category	Recommendation	Response to the recommendation	Progress to date / comments
			<p>experience in tandem with the updated website. New digital products and content for an e-based tour application will be progressed through the Public Display Working Group (a joint parliamentary department group) as part of the broader Visitor Experience Improvement Project. (for more information refer to rec #4)</p> <p>DPS is implementing a Digital Asset Management System (DAMS) which will digitise and store all image and video assets. Phase 1 of the DAMS project is expected to be in by 2019. DPS will consider options for tour technology and apps that link to the assets stored within the DAMS once this system is in place.</p> <p>DPS Art Collection & Exhibitions are working with ICT to trial technology to provide more information for artworks on display in general circulation areas with links to an online exhibition on the new mobile responsive Visit Parliament website. If successful, this would be implemented in 18/19 FY and adapted to the public areas for use by visitors.</p> <p>DPS is currently assessing the ways that content is currently being delivered at APH in order to inform a strategy to ensure that digital content and platforms will meet the needs of our visitors. This process will be completed by end June 2018, and project plans for the identified projects will be submitted in the 18/19 financial year.</p> <p>The Tour Technology recommendation is being processed through the Visitor Experience Improvement Project and Public Displays Working Group at the completion of the 30th Anniversary and Open Day events. They will be dependent on the IT Strategy and DI consultation.</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>	<p>Accepted</p>	<p>Complete.</p> <p>A new hard copy map and guide 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 was installed in the public area on 11 November 2015 for the duration of the Centenary of ANZAC. The kiosk was updated with information on parliamentarians who served during World War Two and it will feature as part of the events surrounding the close of the Centenary of ANZAC in November 2018. Following this it will be decommissioned and repurposed.</p> <p>The redeveloped Visit Parliament web pages were released on 16 November 2016 and updated with useful and topical information on services, tools and things to do and see at</p>

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			<p>Parliament House.</p> <p>All static displays are currently being reviewed for the potential to create interactive exhibits that will allow visitors to find more information about their parliamentarians and the work of Parliament. The Public Displays Working Group has been reactivated and discussions with parliamentary departments on a coordinated approach are underway. A revised strategy will be presented with proposals for the development, refurbishment and build of new displays and multimedia over the next three years.</p> <p>Once phase 1 of the DAMS project is in place (expected to be in by 2019) and an assessment of the current offering has been completed DPS will consider options for digital interpretation and tour technologies with work on the resulting identified projects to commence in the 18/19 financial year.</p> <p>Prior to any future reprinting of the map and guide, the content will be revised and updated where necessary to ensure it is accurate and up to date.</p> <p>The Interpretation recommendation is being processed through the Visitor Experience Improvement Project and Public Displays Working Group at the completion of the 30th Anniversary and Open Day events. They will be dependent on the IT Strategy and DI consultation.</p>

Previously completed and non-accepted recommendations

Recommendation No. / Category	Recommendation	Response to the recommendation	Progress to date / comments
1. Visitor Numbers and Profile	<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>	Accepted	<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>
1. Visitor Numbers and Profile	<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>	Accepted	<p>Complete.</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> <p>The POS system was implemented in June 2016. Collection of postcode data has commenced.</p>
2. Overall Visitor Experience	<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.</p> <p>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. Additional tours are offered to meet demand related to public holidays, peak visitation periods or special anniversaries such as ANZAC Day.</p> <p>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
2. Overall Visitor Experience	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.	Accepted	Complete. 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. 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. 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 was completed in April 2016 with a final report presented in May 2016. DPS will continue to develop and monitor the tours it offers to school groups.
2. Overall Visitor Experience	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.	Accepted in principle	Complete. The APH Catering Team has run the Café from January 2017. DPS is working to position the Café as a destination of choice in the ACT. The Café now offers an improved range of food and beverages showcasing products of the local region; the coffee is from Lonsdale Street Roasters, a local Canberra provider. Staff are focused on providing courteous and customer-focused service. Opportunities for future events at Parliament House will be considered by the new team on an ongoing basis.
2. Overall Visitor Experience	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.	Accepted	Complete. 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. The Parliament Shop has become a signatory to the Indigenous Art Code to ensure that all products featuring indigenous content are sourced ethically. DPS will continue to review the products for the Shop and to link these with the APH experience.

Recommendation No. / Category	Recommendation	Response to the recommendation	Progress to date / comments
3. Guided Tour Experience	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.	Accepted	DPS has enhanced the structure of The Parliament Shop by upgrading and recruiting for the position of Shop Manager, and establishing a new non-ongoing position of Merchandise Manager to improve the product offering. Complete. 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. Recruitment for the 8 new full time positions is completed. New VSOs commenced in December 2015 and January 2016. The Visitor Experience section has commenced the assessment of the new structure. The assessment is expected to be complete by 30 June 2016.
3. Guided Tour Experience	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.	Accepted, but noting that tours are not fully scripted.	Complete. 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. 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.
3. Guided Tour Experience	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.	Accepted	Complete. 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. The number and nature of tours will continue to be assessed on an ongoing basis.

Recommendation No. / Category	Recommendation	Response to the recommendation	Progress to date / comments
3. Guided Tour Experience	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.	Accepted.	<p>Complete.</p> <p>DPS constantly monitors the overall visitor experience and regularly exceeds targets for visitor satisfaction for visitors, tours and events and school groups. Parliament House was rated ninth in the 2016 TripAdvisor top 10 Australian landmarks. A redeveloped Visit APH website was released on 16 November 2016 which features more detailed information for visitors, including a section on the Parliament House Art Collection and upcoming exhibitions and events.</p> <p>New foreign language maps were made available in August 2016 in nine foreign language brochures: Arabic, Chinese, French, German, Hindi, Japanese, Korean, Italian and Spanish. While tours in foreign languages are not part of the regular offering, when possible, special interest tours are matched with VSOs who have language skills, increasing the positive feedback and engagement with the visitors. In January 2017, DPS partnered with the Canberra Convention Bureau to provide in-language tours for over 1200 Chinese visitors. Feedback from the operation of these tours will be incorporated into future delivery of visitor services both at Parliament House and online.</p>
4. Self-guided Experience	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	<p>Complete.</p> <p>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.</p>
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	Accept in part	<p>Complete.</p> <p>DPS' response to this recommendation was deferred pending consideration of any recommendations arising from the inquiry by the Joint Standing Committee on Electoral Matters into electoral education. However this Inquiry lapsed at the end of the 44th Parliament. While the Committee has been appointed by the 45th Parliament; to date (Feb 2017) the Committee has only one inquiry and it does not cover electoral education. DPS agrees that there should be a stronger coordination for schools' visits to APH. DPS now works 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</p>

Recommendation No. / Category	Recommendation	Response to the recommendation	Progress to date / comments
	tours.		Chamber Departments and also the interaction between tours offered by the two groups. This includes demonstrations of sessions by operational staff with a view to ensuring tour groups receive a consistent experience. DPS and the PEO met to discuss directions and shared objectives for visiting school groups on 31 January 2017 and are working closely together on shared communications to schools.
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.
6. Exhibitions and Community Engagement	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.
6. Exhibitions and Community Engagement	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	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.	Complete. The new Visit Parliament website was launched on 16 November 2016. The Visit Parliament website, as an addition to the APH website, has included updates with useful and topical information on services, tools and things to do and see at Parliament House. More development of social media is being explored and linked to the Visit Parliament House. Social media updates on events or interesting facts about Parliament House or activities happening at APH are now ongoing. The Department has recently commenced marketing and

Recommendation No. / Category	Recommendation	Response to the recommendation	Progress to date / comments
7. Marketing and Promotion	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.	Not accepted. There will not be development of a separate tourism industry engagement strategy.	communications through social media channels and will integrate these with the proposed Visit Parliament website in 2016. DPS will address the spirit of this recommendation in the marketing strategies developed for each major event or program. Engagement with tourism bodies, including ATEC, NCAA and Visit Canberra, is underway and ongoing. A new APH promotional brochure was distributed to ACT tourism outlets in July 2015 and reprinted and redistributed in November 2015. 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.
8. Food and Beverage and Retail	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.	Accepted.	Complete. APH Catering and Events commenced operation in late December 2016 / early January 2017. Services are being provided in accordance with the Key Guiding Principles approved by the Presiding Officers. The Presiding Officers approved the Retail Strategy in October 2016; DPS is currently negotiating with retail licence holders.
8. Food and Beverage and Retail	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	Accepted	Complete. The APH Catering Team has run the Café from January 2017. A project is in the early stages to review and upgrade the Café layout and opportunities for future events at Parliament House will be considered by the new team. DPS is working to position the Café as a destination of choice in the ACT. The Café now offers an improved range of food and beverages showcasing products of the local region; the coffee is from Lonsdale Street Roasters, a local Canberra provider. Staff are focused on providing courteous and customer-focused service.

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9. Organisational Structure	<p>to participate in celebratory menus and at targeted culinary events.</p> <p>9a. Single Point of Responsibility: Centralisation of experience delivery is needed to ensure smooth integration into a cohesive visitor experience. This will require working closely with the other departments to provide an appropriate level of input but ensure consistency form, content and brand delivery.</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>
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.	<p>Completed.</p> <p>A fully coordinated marketing strategy for the Spring Tours was completed. This approach will be taken for future events and is now considered business as usual, with ongoing improvements as necessary.</p> <p>DPS now takes a more integrated approach to the program of exhibitions, events and programs; and the marketing of activities by DPS communications staff. This approach involves approval by the Presiding Officers of an annual program, ensures that market and product development continue to occur in a timely way.</p> <p>Following on from the approval of the 2017 program, a more expansive three year forward program is being developed providing greater certainty for planning and marketing activities. Integration of exhibitions, events, visitor services and the shop is underway and a detailed Marketing Strategy for activities at APH is now produced for each upcoming event (for example the 2017 Spring programs).</p>