



PARLIAMENT OF AUSTRALIA
DEPARTMENT OF PARLIAMENTARY SERVICES

DPS ref: 14/5154/215

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)

On 30 September 2015, Ms Croke wrote to the Committee to advise that the Presiding Officers had requested the department not to provide information on the Finance and Public Administration Legislation Committee Inquiry recommendations until the Presiding Officers had considered them and tabled their response in due course.

As this has now occurred, please see attached information sought by the following recommendations in the Committee's report:

- 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 7: Information on bullying and harassment complaints ([Annex C](#));
- Recommendation 8: Bullying and harassment complaints and pre-emptive investigations ([Annex D](#));
- Recommendation 9: Information on bullying and harassment complaints ([Annex E](#));
- Recommendation 10: Information on Hansard staffing, subediting and the Hansard Forum ([Annex F](#));
- Recommendation 11: Evaluation of the VSO full day shifts trial ([Annex G](#)); and
- Recommendation 14: Information on the Sandwalk review recommendations ([Annex H](#)).

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

Yours sincerely

Dr Dianne Heriot
Acting Secretary
 October 2015

Senate Finance and Public Administration Legislation Committee Inquiry

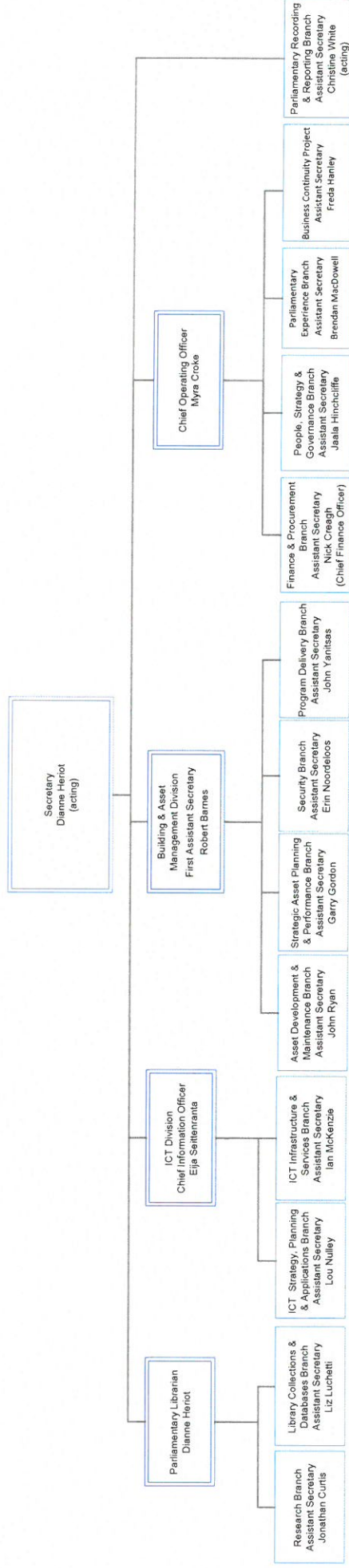
Department of Parliamentary Services

Tabled 17 September 2015

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 2015 Supplementary Budget Estimates:

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



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

Separations:

29/5/15 Mr Neil Skill

15/7/15 Mr Ben Wright

Long Term Leave:

From 29/8/15 Ms Karen Greening

Commencements:

17/6/15 Mr Robert Barnes (non-ongoing)

10/8/15 Mr Ian McKenzie

27/8/15 Mr Brendan McDowell (non-ongoing)

21/9/15 Mr Nick Creagh (Mr Ross Lawler acting CFO 16/7/15 to 18/9/15)

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 17 September 2015

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 2015 Supplementary Budget Estimates:

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

Conservation Management Plan: The draft plan requires substantial further work. DPS is continuing to work with the Expert Advisory Panel and the principal author, Robert Riddel. A two day work shop is planned for the third week of October with EAP members and the consultants to resolve all outstanding issues. This will enable the CMP to be finalised by late 2015/early 2016.

Design Principles: the consultant preparing the Design Principles document is not available until mid-October to complete his work. In view of this, the document could not be completed by 30 October 2015. DPS is working to have the document finalised no later than the end of 2015.

Central Reference Document: Completion of the CRD is a highly specialised task. DPS has had initial discussions with the preferred provider, who has indicated they would not be available to commence work on the project until next financial year. It has previously been estimated that completion of the CRD would take a minimum of two years.

Senate Finance and Public Administration Legislation Committee Inquiry

Department of Parliamentary Services

Tabled 17 September 2015

Recommendation 7: The committee recommends that DPS provide the following information on bullying and harassment complaints to the committee by 1 October 2015:

- the number of complaints recorded on the HR register for the 2014-15 financial year;
- the number of complaints recorded on the HR register for the 2014-15 financial year which have been resolved and the nature of that resolution;
- the number of complaints recorded on the HR register for the 2014-15 financial year which have been escalated for investigation and the outcome of that investigation;
- the current number of Harassment Contact Officers in DPS (as at 30 September 2015).

Department's update prior to 2015 Supplementary Budget Estimates:

- **The number of bullying and harassment complaints recorded on the HR register for the 2014-15 financial year.**

The HR Register for 2014-15 recorded two complaints relating to bullying and harassment.

- **The number of bullying and harassment complaints recorded on the HR register for the 2014-15 financial year which have been resolved and the nature of that resolution.**

Both complaints have been resolved. One resulted in a formal Code of Conduct investigation. The other resulted in the employee being counselled and moved to an alternative role.

- **The number of bullying and harassment complaints recorded on the HR register for the 2014-15 financial year which have been escalated for investigation and the outcome of that investigation.**

One of the two complaints on the register relating to bullying and harassment escalated to a formal investigation. The outcome was a finding that the employee had breached the Code and a sanction imposed by way of a reduction in salary.

- **The current number of Harassment Contact Officers in DPS (as at 30 September 2015).**

As at 30 September 2015, DPS has 16 Harassment Contact Officers.

Senate Finance and Public Administration Legislation Committee Inquiry

Department of Parliamentary Services

Tabled 17 September 2015

Recommendation 8: In providing the information on bullying and harassment in Recommendation 7, DPS should identify the three areas of DPS where the most complaints of bullying and harassment have been received and whether a pre-emptive investigation has been conducted in relation to any of those areas.

Department's update prior to 2015 Supplementary Budget Estimates:

Due to the low number of complaints received during 2014-15 there is not a specific area of concern to engage a pre-emptive investigation in a particular area of the department.

As part of ongoing work in this area, DPS delivered pilot sessions entitled 'Respectful Workplace' to all staff in the Asset Development and Maintenance Branch during April and May 2015. The sessions provide information to employees and managers regarding appropriate workplace behaviours and offer strategies about how to raise and address issues in an appropriate and professional manner. The sessions were well received and DPS is currently considering rolling out refresher sessions to other areas of the department. In addition, DPS regularly schedules sessions entitled 'Being Professional in DPS'. These sessions form part of DPS' corporate learning and development calendar and are offered to both new and existing employees on a regular basis.

Senate Finance and Public Administration Legislation Committee Inquiry

Department of Parliamentary Services

Tabled 17 September 2015

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 2015 Supplementary Budget Estimates:

1. There have been three complaints recorded on the HR Register since Senate Estimates held in May 2015, all of which were recorded since 1 July 2015 (i.e. 2015-16 cases).

Data for 2014-15 is at Annex C in response to Recommendation 7 (and none of the 2014-15 cases were lodged between the May Estimates and 30 June 2015).

- a) The first complaint is currently undergoing a preliminary investigation to determine if a formal code investigation is warranted.
 - b) The second complaint is waiting for the complainants to agree to the recommended next steps involving formal mediation.
 - c) The third matter has been resolved through formal external mediation through the Fair Work Commission.
2. No complaints have been withdrawn.
 3. As at 30 September 2015 DPS has 16 Harassment Contact Officers.

Senate Finance and Public Administration Legislation Committee Inquiry

Department of Parliamentary Services

Tabled 17 September 2015

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 2015 Supplementary Budget Estimates:

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

As at 30 September 2015, Hansard has 53 permanent editing staff.

Permanent/ongoing Editing Staff	53
Trained editors	34
Trainee editors	19

Hansard also has 19 casual editing staff to assist during times of increased work load.

Casual/non- ongoing Editing Staff	19
Trained editors (former Hansard editors)	6
Trainee editors (former Hansard trainees)	3
Transcribers	10

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	25	22	3
Part time	10	10	0
Sessional part-time (working 39 weeks per year)	4	1	3
Sessional part-time (working 25 weeks per year)	14	1	13

Casual/Non- ongoing Editing Staff	19
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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 25 May 2015 and 30 September 2015	Approximate number of chamber turns subedited*	Approximate percentage of chamber turns subedited
5,788 turns	2,401 turns*	41%

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

Number of committee turns transcribed between 25 May 2015 and 30 September 2015	Number of committee turns subedited	Percentage of committee turns subedited
11,140 turns	4,538 turns	41%

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

Chamber subediting - Due to the current ratio of trained editors (34) to trainees (19), Hansard has continued to temporarily suspend the subediting of chamber turns done by trained editors and focus chamber subediting on the work of trainees only. This practice is in place until such time as trainee editors progress further through the Hansard editor training program. As trainees progress through, the subediting of trained editor turns will be gradually reintroduced.

While chamber turns transcribed and edited by trained editors are not currently subedited during the daily production of the proof, each proof undergoes a proof check before the transcript is made official. The proof checking process includes vetting and including late corrections, checking procedural information against the *Journals of the Senate or Votes and Proceedings*, checking the transcript is displaying correctly in ParlInfo, and checking side names, headings and times.

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. This approach was considered by Hansard to be low risk, as committee turns are generally less complex than chamber turns, they are more verbatim and do not contain complex procedural information. There are no plans to reinstate subediting of committee turns done by trained editors.

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

The following activities were initiated/undertaken by the Hansard forum:

- initiating Hansard workshops for Hansard staff presented by staff from the chamber departments, including the Senate Clerk Assistant Table and the Serjeant-At-Arms;
- trialling editors starting 15 minutes (instead of the usual 30 minutes) before their first rostered chamber turn. This was trialled over a three-week period but unfortunately the 15 minutes didn't allow editors quite enough time to prepare and get to the chamber in time for their first turn and the 30 minutes was reinstated;
- developing and running a short survey to establish the views of Hansard staff, including issues such as frequency of chamber rotation for editors, Hansard workshops, preferred types of team-building social activities, issues for the forum to consider, and communication preferences;
- progressing options for moving in camera transcription back online. Following some work by Hansard, DPS IT and the vendor of the Hansard Production System around ensuring the continued security of in camera transcripts, the Hansard Production System release scheduled for January 2016 will include an option for in camera transcription;

- e. reviewing the approach to rostering with a particular focus on the number and timing of breaks, team chamber rotations and trainee chamber rotations;
- f. initiating a peer review process whereby PSL6 editors can provide feedback on turns to their peers;
- g. developing a plan to trial open rosters for the Senate and House of Representatives, similar to the rostering used for the Federation Chamber. It is hoped that open rosters will allow editors more control over the structure of their work days, including the timing and length of breaks. Hansard plans to trial open rosters once the ratio of trainee editors to trained editors is reduced, hopefully, in early 2016; and
- h. developing a consolidated list of Hansard initiatives and working groups, including the names of group members. This should increase transparency and understanding of the work being undertaken in the section and provide further opportunities for interested staff to join these groups.

Issues currently being considered by the Hansard Forum include:

- initiating behind-the-scenes tours/collaboration/information sharing with the chamber departments;
- making improvements to the Hansard Style Guide; and
- setting up a Hansard form (chamber procedure) group and form training.

Additional Information

A range of recruitment activities have been undertaken over the past 12 months that have increased Hansard's editing numbers from 37.8 to 40.59 FTE and changed the editor headcount during sitting periods from 50 to 53.

The activities, aimed at increasing editing capacity, included the following:

- late in 2014 and again in August 2015, Hansard offered interested ongoing editing staff the opportunity to change their employment arrangements (sessional part-time, part-time or full-time), which was taken up by 16 staff;
- in February 2015, an editor recruitment process was undertaken which resulted in six full time editors and 13 sessional part time editors being employed in ongoing positions in Hansard. Of the 19 employees, 10 had been working in Hansard previously in non-ongoing positions;
- in July 2015, a new classification, sessional (75%) part time, was established. Staff in these ongoing positions working full time for 39 weeks per year. This new classification has meant that Hansard now has four work classifications: full time, part time, sessional (75%) part time and sessional (50%) part time with staff in these positions working full time for 25 weeks per year; and
- there has been cross-skilling of two casual transcribers to improve capacity in the publishing team and ensure business continuity.

The acting Assistant Secretary, Parliamentary Recording and Reporting branch, has commenced one-on-one meetings with all Hansard staff and the feedback to date is indicating a more positive working environment and increased job satisfaction. This is being attributed to a more collaborative, consultative approach to planning and undertaking tasks, more opportunity to contribute through the forum and working groups, recruitment activities and refresher/information workshops.

Senate Finance and Public Administration Legislation Committee Inquiry**Department of Parliamentary Services****Tabled 17 September 2015**

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 2015 Supplementary Budget Estimates:

On 28 August 2014 the then Secretary of the Department of Parliamentary Services (DPS) approved the commencement of a consultation process with Visitor Services Officers (VSOs) in the Visitor Experience Section to restructure the existing half day roster model.

In October 2014 DPS provided a supplementary submission to the Committee regarding the proposed new Visitor Services staffing model that was under consultation with staff.

By the end of December 2014 it was clear that further consultation and engagement was required with VSOs before deciding on a new roster model. It was also clear that the trial of staff working full days needed to be extended as part of this process. The evaluation of the trial was postponed until the end of the consultation process in April 2015.

As a result of the consultation process and concerns by some part-time staff who did not wish to work full days DPS proposed a hybrid model. This hybrid model of full-time and part-time staff allows the existing eight part-time staff and three sessional staff, many of who are long term employees, to continue on their existing employment arrangements of working 4.25 hours per shift and the creation of 8 new full-time positions. This outcome has been supported by the staff and the CPSU.

Recruitment of the new full-time staff, who will work an average of 37.5 hours per week, is currently underway, together with recruitment of more part-time and casual staff, and is expected to be completed by the end of October 2015. It is intended that the new staff will be fully trained and integrated into the new roster by the end of December 2015.

The approved new roster model includes the following to mitigate the risks to VSOs identified throughout the consultation and evaluation process:

- no back to back tours
- a maximum of four tours per day for staff working full days
- opportunities to sit are identified throughout the day
- sufficient breaks away from the floor for rest and study
- varied duties throughout the day
- team leaders active on the floor to monitor and assist VSOs, and
- roster allows time at end of tours for VSOs to take a break.

The benefits of the final model include:

- retention of existing part-time staff who have considerable knowledge and experience which will be invaluable for training new full-time staff
- greater efficiency in team management and operations due to less time being spent on rostering and administration
- greater capacity for service delivery and revenue generation due to a consistent level of ongoing staffing and a regular roster throughout the year
- full-time employees will work no more than one weekend shift every 4 weeks
- a greater range of work patterns and varied tasks to suit staff availability
- a greater opportunity for full-time and part-time staff to undertake group learning, which can be delivered more efficiently to fewer groups
- increased capacity for service delivery, including paid tours, and
- significant HR benefit by reducing casualisation of the workforce and by engaging on-going full-time and existing part-time staff.

The new roster model will be reviewed in mid-2016 following implementation.

Senate Finance and Public Administration Legislation Committee Inquiry

Department of Parliamentary Services

Tabled 17 September 2015

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 2015 Supplementary 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: 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
1. Visitor Numbers and Profile	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.	Accepted	Complete. 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. 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.
	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.	Accepted	Partially complete. Completion expected in early 2016. Postcodes are currently collected from visitors through the visitor cards and customers of The Parliament Shop. 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. The POS system is due to be in place by early 2016.

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	In progress. Timing for completion to be advised. A new map for visitors setting out key areas to visit will be available from 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 is scheduled to report by early December. 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.
	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.	Accepted	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.

Recommendation No. / Category	Recommendation	Response to the recommendation	Progress to date / comments
	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	Partially complete. Completion in mid-2016. 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 will be available in 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 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.

Recommendation No. / Category	Recommendation	Response to the recommendation	Progress to date / comments
	2d. Queens Terrace Café: Quality of the offering, service and ambience 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	Partially complete. Completion expected in 2016. 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. 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. 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. 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.
	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	Partially complete. Completion by the end of 2015. 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 will be completed by the end of 2015.
	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	Partially complete. Completion in 2016. New digital content has been placed on the Visit Parliament website and the pages are being re-designed to significantly improve the online experience. A self-guide mobile application is under development and it will be progressed in tandem with the redevelopment of the Visit Parliament website.

Recommendation No. / Category	Recommendation	Response to the recommendation	Progress to date / comments
	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.
	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
	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.	In progress. Timing for completion to be advised. 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 the self-guide mobile application under development.
4. Self-guided Experience	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.	Accepted	Partially complete. Completion expected in 2016. A new hard copy map and guide will be available from October. An interactive multimedia kiosk featuring information on parliamentarians who have served in the military during conflict is being installed in the public area in November 2015 for the duration of the Centenary of ANZAC. 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. 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.
	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.

Recommendation No. / Category	Recommendation	Response to the recommendation	Progress to date / comments
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.
	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, Enliten, the Magna Carta 800 th anniversary, the Centenary of ANZAC, NAIDOC and Reconciliation Weeks and the Heritage Festival.

Recommendation No. / Category	Recommendation	Response to the recommendation	Progress to date / comments
	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. 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 of the APH website are currently being redesigned to provide clearer content for visitors. 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
	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.	DPS will address the spirit of this recommendation in the marketing strategies developed for each major event or program. Engagement with tourism bodies, including NCAA and Visit Canberra, is underway and ongoing. A new APH promotional brochure was distributed to ACT tourism outlets in July 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, 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.	In progress. Timing for completion to be advised. A food and beverage and retail strategy is being developed by The Maytrix Group, with delivery of the report on the strategies for consideration by the end of 2015. 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.

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	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.	Accepted	In progress. Timing for completion to be advised. The current caterer, IHG, sells local produce in the Queens Terrace Café where possible; however this has not been actively promoted. 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 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'. 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.
9. Organisational Structure	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 of form, content and brand delivery.	Accepted.	Complete. 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.