

# ANNUAL REPORT 2018-19



PORT ARTHUR HISTORIC SITE MANAGEMENT AUTHORITY





## OUR VISION

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*The Port Arthur Historic Site Management Authority is globally recognised for excellence in telling the Australian convict story through outstanding conservation and tourism experiences.*

## OUR PURPOSE

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*To conserve and enhance the heritage values of our World Heritage convict sites and to share the stories of these places and the people connected to them.*

PORT ARTHUR HISTORIC SITE MANAGEMENT AUTHORITY

# ANNUAL REPORT 2018-19

## OUR VALUES

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### UNITY

We work as one to achieve PAHSMA's Vision and Purpose.



### PEOPLE MATTER

We acknowledge and show respect to our people – past, present and future.



### ACCOUNTABILITY

We hold ourselves, and each other, accountable for our actions and behaviours.



### PASSION AND PRIDE

We are committed to being world class.



DIRECTORS' STATEMENT

To the Honourable Peter Gutwein MP,  
Treasurer and Minister for Environment,  
Parks and Heritage,

In accordance with section 55 of the  
*Government Business Enterprises Act 1995*,  
we hereby submit for your information and  
presentation to Parliament, the report of  
the Port Arthur Historic Site Management  
Authority for the year ended 30 June 2019.

The report has been prepared in  
accordance with the provisions of the  
*Government Business Enterprises Act 1995*.

Signed in accordance with a resolution  
of the Board.



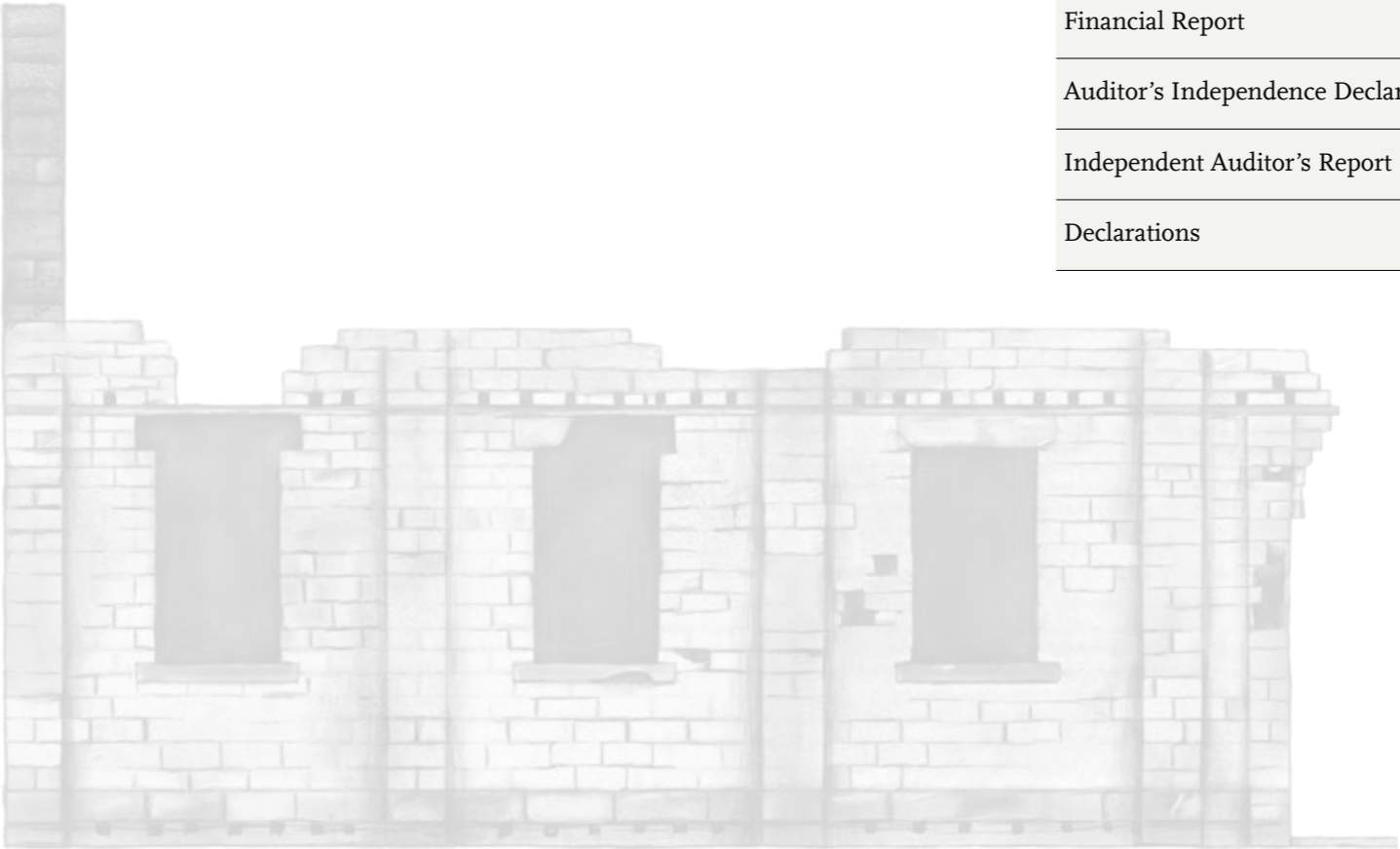
MICHAEL FIELD

Director  
26 September 2019



PETER MCKAY

Director  
26 September 2019



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PAHSMA is celebrating another year of success and recognition, receiving major awards and accolades at both the Tasmanian and Australian Tourism Awards. Such awards do not come easily, and can be attributed to the dedication, excellent customer service focus and conservation expertise of our valued people. So this year, I again thank each and every individual and PAHSMA team that has contributed to our success.

PAHSMA continues to focus on improvement in all aspects of our business, as our people practice the PAHSMA Values of Unity, People Matter, Accountability, and Passion and Pride. It is these values that contribute to the consistently excellent service that our visitors experience at our Sites.

PAHSMA is entrusted with the conservation of the heritage values of the properties under our care and we aim to ensure that our custodianship responds to our growing visitor numbers so as to not threaten the Sites' future sustainability. With the support and expertise of our partners from the Getty Conservation Institute, Dr Martha Demas and Dr Neville Agnew, we are undertaking a sustainable visitation project to ensure that our growing tourist numbers align with our World Heritage conservation obligations and goals. As part of this project, during the next financial year, we aim to partner with other Tasmanian organisations that face similar challenges, with the aim of strengthening the conservation of the State's heritage generally.

Our much needed plans to develop the Cascades Female Factory History and Interpretation Centre are well underway with designs very close to completion and applications for statutory approvals and a fundraising program soon to commence. This will be another valuable major capital project for PAHSMA's future, and will enable us to better share the important and undervalued story of the role of convict women in Australian history.

Responding to Climate Change impacts are a focus for our conservation and infrastructure teams as we continue to monitor, research and trial methods of mitigation of erosion and salination at the Coal Mines due to rising sea levels and increasingly severe weather events. In Port Arthur we are also contending with the concerns of low dam water levels which impact not only our Site but also surrounding water customers. Climate change work has become business-as-usual as we aim to protect our Sites for future generations.

The Federal Group's luxury hotel resort development plans were put on hold in December 2018 as the Group advised of their intention to revisit options for the existing property. This project was first proposed by the Group over 14 years ago. The continuing delays in finalising planning for the project and setting a definite commencement date are frustrating and present difficulties

for decision making in relation to tourism opportunities in the area. PAHSMA remains hopeful that the Federal Group will progress development plans in the near future to create a development that will both showcase and be sympathetic to the Site's status as part of the Australian Convict Sites World Heritage Property.

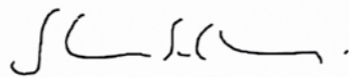
Following the shocking and saddening news of the Christchurch massacre, PAHSMA sent a letter of support and condolence to the New Zealand Prime Minister. This tragic event reminds the PAHSMA Board and staff of our responsibility to safeguard the memory of the victims of the Port Arthur massacre, to sensitively tell the story of the resulting gun law changes and to represent the victims' families in advocating that no legislative changes in gun laws in Australia should weaken the effect of current statutes. Our thoughts of course go to the families and community affected in Christchurch.

The Board recognises that PAHSMA's success relies on the support and assistance provided by our previous Minister and the Premier, the Hon. Will Hodgman MP, our new Minister, the Hon. Peter Gutwein MP, and the Tasmanian and Australian Governments generally, for which we are grateful. I would also like to acknowledge the significant contribution made by Sue Clark who after 12 years has completed her service on the Board as the local community representative. This has resulted in a new Board member, Roseanne Heyward now filling this vital role.

This will be my last Annual Report. I am retiring as the Chair of the PAHSMA Board in December 2019. I have cherished being a part of PAHSMA for the past 20 years and have seen significant and increasing change, growth and improvement during that time. I have been immensely privileged to take part in these developments and I wish to express my heartfelt gratitude for continuing bi-partisan government support, and to our people and volunteers, my Board colleagues, CEO Stephen Large, the PAHSMA Executive, our Community Advisory Committees and the PAHSMA Conservation Advisory Committee who have made this progress possible by passion, dedication and hard work.

As the PAHSMA team continue to focus on ongoing improvement in all aspects of our business, I will be leaving knowing that the conservation, tourism and corporate aims of the Authority are in good hands to ensure a sustainable and successful future.

I wish you all well.



**SHARON SULLIVAN** AO FAHA

Chair



Professor Sharon Sullivan with PAHSMA CEO, Stephen Large  
Image: Alastair Bett

The 2018–19 year has been one of consolidation for PAHSMA. Our tourism teams have focussed on learning new ways of working in our new Port Arthur Historic Site Visitor Centre while our conservation and administration roles have been able to return to business-as-usual following the largest capital project in PAHSMA's history being completed last year. This consolidation period has not detracted from the important projects that have been progressed during the year, which are featured throughout this report.

Our people have continued to provide exceptional service to our visitors while maintaining and conserving our Sites to the high standard expected of a World Heritage listing. As always, the feedback received from visitors and other stakeholders is very positive. PAHSMA's success is, without doubt, attributed to the efforts of each and every individual and team.

The Port Arthur Historic Site won awards at both the Tasmanian and the Australian Tourism Awards, proudly bringing home gold for Cultural Tourism Attraction and Major Tourist Attraction. Visitation at the Site has remained strong with 357 411 day time visitors being 3.96% above the annual target.

The Cascades Female Factory in South Hobart welcomed 34 803 visitors, including over 2 400 school children learning the story of the convict women and children who lived there. This valued property has continued to be a focus as design and planning is well underway for the new History and Interpretation Centre, with statutory approvals and fundraising to be sought in 2019–20.

The Coal Mines at Saltwater River is increasing in popularity, with 24 400 visitors recorded for 2018–19. The temporary works undertaken to mitigate the impacts of climate change on the foreshore are proving successful until a more affordable permanent solution can be identified.

With the opening of our new **1830** Restaurant and Bar, our food and beverage team have proudly presented innovative menus and mastered the use of new kitchen appliances. Both the Port Arthur Historic Site Café and **1830** provide quality meals at affordable prices to our visitors and local residents, with a focus on local produce and beverages.

While we have made some strong achievements during 2018–19, it is recognised that our people have also faced some significant challenges from increased workload pressures emanating from growth in visitor numbers and compliance responsibilities. While acknowledging positive improvements within our work practices since the last 2016 *State Service Employee Survey*, the recent 2018 survey results have provided great insight into where PAHSMA now need

to focus attention to maximise our employee experience. To this end, in May 2019 the Board commenced an Organisational Transformation Review (OTR) to gain insight into potential improvements to ensure we are fostering an engaging and sustainable future for our people. This independent review has included consultation with the PAHSMA Board, Executive, Managers and employees and we look forward to receiving the recommendations in 2019–20.

PAHSMA has many stakeholders, whom I would like to acknowledge and thank for their contribution during 2018–19 including:

- PAHSMA Portfolio Minister and Premier, the Hon. Will Hodgman MP
- PAHSMA Chair, Sharon Sullivan AO FAHA and PAHSMA Board members for their ongoing support and guidance
- our professional and committed employees and volunteers
- the PAHSMA Executive
- the Port Arthur and the Cascades Female Factory Community Advisory Committee members and their respective Chairs, Barry Jennings and Dr Dianne Snowden AM
- PAHSMA Conservation Advisory Committee members, chaired by Helen Lardner
- our Three Capes Track partners at Parks & Wildlife and Pennicott Wilderness Journeys
- the Tasmanian and Australian Governments for the continued support to our conservation program
- the Mayor, Councillors, Acting General Manager and employees of the Tasman Council
- the Tasman District School staff and community
- the Female Convict Research Group
- the teams at Tourism Tasmania, Destination Southern Tasmania, Heritage Tasmania and the Tourism Industry Council of Tasmania
- representatives of the Hobart City Council
- Peter, John & Michael Roche and the Navigators team
- the *Tasman Gazette* staff
- our Work Health and Safety Consultative Committee
- the Tasman Business and Tourism Association
- and other local groups and committees on various projects, events and activities.



The next year is expected to be progressive as we work on the priority projects outlined in our Corporate Plan. PAHSMA has successfully funded major capital projects in recent years, such as the Port Arthur Historic Site Visitor Centre and Penitentiary Restabilisation and conservation works, and it is noted that this has understandably depleted our cash reserves. Therefore stringent management of finances will be a high priority focus for 2019–20. This will be a challenging task as we also aim to maintain our attention on product development to enhance our visitors' experience and on the conservation of our valuable Sites to ensure we are world class.

As 2018–19 has provided the opportunity for PAHSMA to celebrate success and also consolidate to create a sustainable future, we look forward to embracing positive change in 2019–20 as we aim for continuous improvement for our people and our visitors.

**STEPHEN LARGE**

Chief Executive Officer

THE YEAR  
AT A GLANCE

ACHIEVEMENTS

- Launched a newly designed Chinese website portathur.cn
- Launched *Wheel of Fate* experience as part of Tourism Australia's Cultural Attractions of Australia
- Launched the new *Escape from Port Arthur* tour
- Creation of the new Port Arthur Historic Site Visitor Guide
- Completed review of Emergency Management Plans and Risk Registers
- Conservation expenditure of \$4.64M was applied to projects across the World Heritage convict sites managed by PAHSMA.
- Penitentiary Ablutions area interpretation
- Separate Prison Conservation Program B-Wing interpretation
- Completion of Stage Two of the Isle of the Dead walkways
- First World War Memorial Avenue planting completed
- Commencement of a Heritage Traineeship program
- Works associated with the *Landscapes of Production and Punishment* research project
- Implementation of the Coal Mines coastal erosion mitigation
- Memorandum of Understanding with the University of Tasmania
- Increasing the dam capacity of the Port Arthur water supply
- Progressing the design of the Cascades Female Factory History and Interpretation Centre.

AWARDS

PAHSMA received the following awards in the 2018–19 financial year:

TASMANIAN TOURISM AWARDS

- Award Winner for Port Arthur Historic Site in the Cultural Tourism Attraction category
- Award Winner for Port Arthur Historic Site in the Major Tourism Attraction category

AUSTRALIAN TOURISM AWARDS

- Award Winner for Port Arthur Historic Site in the Cultural Tourism category
- Award Winner for Port Arthur Historic Site in the Major Tourism Attraction category

AUSTRALIAN TRAVELLER PEOPLE'S CHOICE AWARDS

- Award Winner for Port Arthur Historic Site as the Best Historical Site in Australia

INTERPRETATION AUSTRALIA

- Judges Choice Award 2018 for the Port Arthur Gallery

THA AND DRYSDALE AWARDS FOR EXCELLENCE

- Great Customer Experience 2018 Award won by Port Arthur Historic Site

TRIPADVISOR

- Port Arthur Historic Site listed 7th in the Top Ten Landmarks in Australia

SUSTAINABILITY

PAHSMA actively promotes sustainable visitation and operations. In an effort to increase the focus on environmental sustainability and increase sustainable practices across our Sites, in 2018–19 PAHSMA formed a new 'Sustain our Sites' SOS Team.

The sustainability focus during the reporting period included:

- Purchase of an innovative glass bottle crusher that reduces glass bottles to a sandlike product to be used in our gardens
- A dedicated local provedore area in the Port Arthur Gift Shop and the removal of plastic bags for purchases
- Removal of plastic straws with an eco-friendly option provided on a request basis only
- Introduction of new recyclable coffee cups and Port Arthur Historic Site branded travel cups with refills offered at a lesser price
- Active reduction in printed receipts, invoices and reports
- PAHSMA Health & Wellbeing Program emphasis on personal wellbeing in the workplace
- Port Arthur Historic Site actively sourcing local produce and services with 78 local suppliers and 39 local contractors located within 70km, resulting in a greater quality of food, improved local relationships and a reduction in food miles and travel time.

VISITOR NUMBERS

- In 2018–19 the PORT ARTHUR HISTORIC SITE welcomed 357 411 day visitors (a 3.1% decrease on the previous year but 3.96% above target) and 30 785 evening visitors (being a 3.8% increase on the previous year)
- 16 cruise ships anchored at Port Arthur (from an anticipated 22)
- CASCADES FEMALE FACTORY HISTORIC SITE welcomed 34 803 visitors (a decrease of 9.76% on the previous year)
- The COAL MINES at Saltwater River had approximately 24 200 visitors with 6 756 vehicles recorded visiting the Site (increasing by 23% on the previous year).

VISITOR SATISFACTION

- The Port Arthur Historic Site achieved an excellent Net Promoter Score of +83 (previous summer score was +77). A score above zero is good, anything above +50 is excellent and over +70 is considered world-class. This confirms we are achieving our vision and being recognised for the provision of excellence in our visitor experience.

YIELD

- Individual visitor total spend at Port Arthur Historic Site was \$42.48 compared to \$41.48 in the previous year (an increase of 2.4% per person compared to 2017–18).
- At Cascades Female Factory Historic Site the total spend was \$11.83 compared to \$10.91 in the previous year (an increase of 8.4% compared to 2017–18).

357 411  
DAY VISITORS TO PORT  
ARTHUR

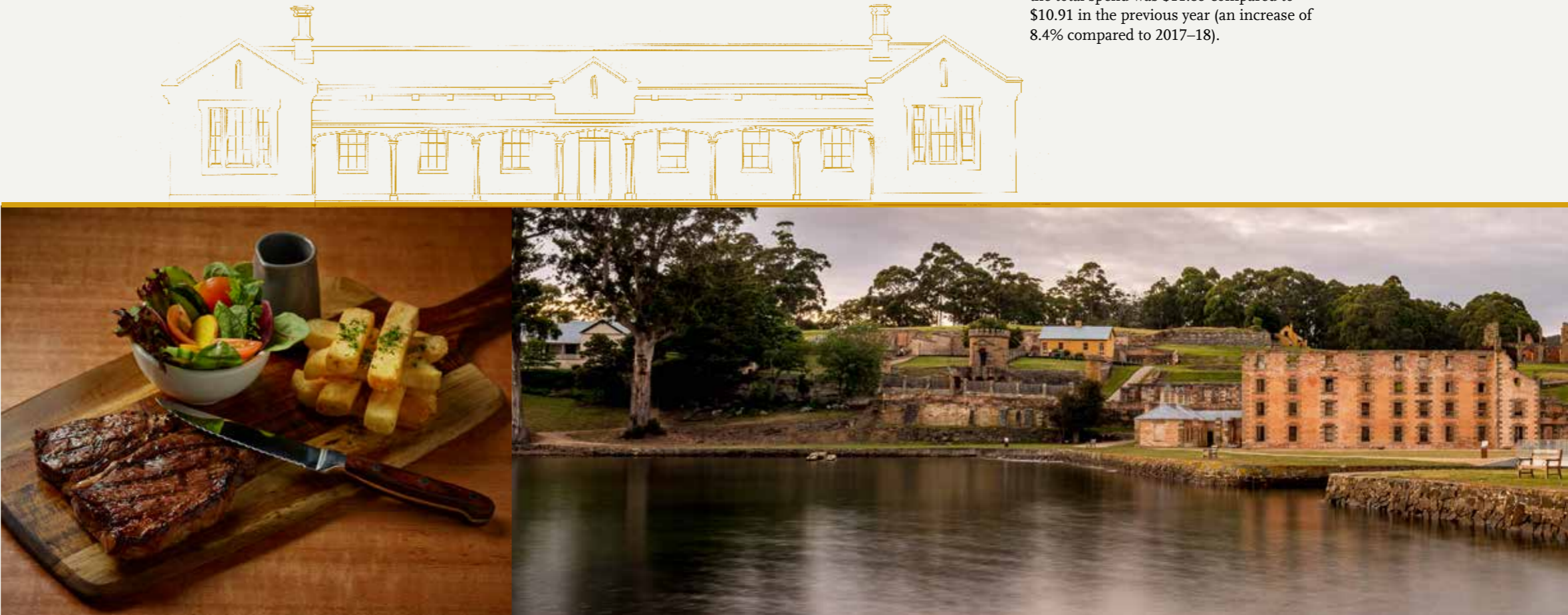
34 803  
VISITORS TO CASCADES  
FEMALE FACTORY

24 200  
VISITORS TO COAL MINES

+83  
WORLD-CLASS VISITOR  
SATISFACTION



Port Arthur Historic Site team accepting Australian Tourism Award  
Image: Alastair Bett



Right: Local produce  
Image: Peter Whyte

OFFICIAL VISITORS

Following are the notable visitors that have been welcomed during the year:

PORT ARTHUR HISTORIC SITE	
12 July 2018	HE Mr Kristiarto Legowo, Ambassador of Indonesia
8 September 2018	HE Breandán Ó Caollaí, Ambassador of Ireland
27 September 2018	HE Dr Bernhard Zimburg, Ambassador of Austria
5 October 2018	HE Ms Lucky Sherpa, Ambassador of Nepal
1 November 2018	HE Mr Pedro Zwahlen, Ambassador of Switzerland
19 February 2019	HE Mr Jingye Chen, Ambassador of China
15 April 2019	HE Mr Baiksoon Lee, Ambassador of the Republic of Korea
CASCADES FEMALE FACTORY	
5 October 2018	HE Ms Lucky Sherpa, Ambassador of Nepal
23 January 2019	HE Mrs Menna Rawlings CMG, UK High Commissioner to Australia
15 April 2019	HE Mr Baiksoon Lee, Ambassador of the Republic of Korea

PORT ARTHUR TALKS PROGRAM

Port Arthur Historic Site hosted talks relevant to our history, conservation, environment and research. These are offered free of charge to attendees.

SPEAKER	SUBJECT	DATE
Dr Julia Clark	<i>‘I always worked hard for my living but hunger drove me to it’: life after Port Arthur</i>	21 August 2018
Dr Richard Tuffin and Dr Caitlin Vertigan – PAHSMA	<i>Interacting with nature at a Tasmanian penal station</i>	20 September 2018
Michael Smith and Dr Jody Steele – PAHSMA	<i>Goat, gunpowder, emu and ink: some of the secrets of Port Arthur’s Collections revealed</i>	22 November 2018
Dr Martha Demas and Dr Neville Agnew – Getty Conservation Institute	<i>Tourism at Mogao Grottoes: a good servant, a bad master</i>	26 February 2019
Belinda Bauer – TMAG	<i>Natural history specimens at TMAG</i>	9 April 2019
Anne Courtney – CHAT project	<i>Tasman Community’s attitudes to the Port Arthur Historic Site</i>	22 May 2019

SUPPORTING THE LOCAL COMMUNITY

PAHSMA proudly acknowledges the importance of the local community to our operations and future and ensures that the community are considered, consulted and celebrated by our Sites in a variety of ways, including:

- Free entry to local ratepayers and residents
- Port Arthur Talks program
- Mother’s Day community event held at the Cascades Female Factory Historic Site
- Exhibitions by local artists
- Local artisan market stalls for cruise ship visits
- Local provedore section in the Port Arthur Historic Site Gift Shop
- Boxing Day Woodchops
- Carols by Candlelight

- Annual memorial cricket match
- VET and return to work programs
- Work Experience Programs with the Tasman District School
- Community Advisory Committees at Port Arthur and Cascades Female Factory
- Participation in the Tasman Business and Tourism Association
- Leading the Tasman Cruise Group
- Actively supporting the Female Convicts Research Centre and *From the Shadows* statue project
- Supporting Rotary, the Lions Club and the Tasman Golf Club
- Providing in-kind support and donations to community organisations
- A number of activities with the Tasman District School

Cascades Female Factory Image: Alastair Bett



THE BOARD



SHARON SULLIVAN AO FAMA

BA (Hons) MA (Hons) Dip Ed,  
University of New England, Honorary  
Doctorate, James Cook University and the  
University of New England

Professor Sharon Sullivan AO joined the PAHSMA Board in 1999 and was appointed Chair in December 2012. Sharon is a former Australian Government representative on the World Heritage Committee, former Executive Director of the Australian Heritage Commission and a past member of the Australian Heritage Council. Sharon has worked and published extensively on cultural heritage management in Australia, Cambodia, China, the Pacific, Africa and the USA and has worked as a cultural heritage consultant for the Australian Government, the World Bank, the World Monuments Fund, the Getty Conservation Institute and the Government of the People's Republic of China. She is a Fellow of the Academy of the Humanities and has been awarded an Honorary Doctorate from James Cook University, a lifetime achievement award by the National Trust and the Rhys Jones Medal for her outstanding contribution to Australian Archaeology. In 2005 Sharon was appointed an Officer in the Order of Australia for her service to cultural heritage conservation.



HON. MICHAEL FIELD AC

BA, LLD (HON)

Michael Field AC was appointed to the PAHSMA Board in December 2005. A former Premier of Tasmania, in January 2013 Michael assumed the position of Chancellor of the University of Tasmania. Michael has been Deputy Chair of the Board since 2012 and is the Chair of the PAHSMA Audit, Risk and Governance Committee. Michael enjoys fishing and gardening and lives on the Tasman Peninsula.



STEPHEN LARGE

F Fin GAICD

Stephen Large is the Chief Executive Officer for PAHSMA, joining the Authority as Acting CEO in February 2000 before being appointed to the position in July 2000. Prior to this Stephen was employed by the Tasmanian State Government as the North West Regional Manager of the Department of State Development. He is a Fellow of the Financial Services Institute of Australasia and a Graduate Member of the Australian Institute of Company Directors. Stephen is a member of the PAHSMA Audit, Risk and Governance Committee. Stephen enjoys being of service to the community and is the Secretary of the Rotary Club of Tasman Peninsula.

JUDE FRANKS



Jude Franks joined the PAHSMA Board in December 2009 and serves on the Product Development Committee and the Cascades Female Factory Community Advisory Committee. Jude has extensive experience in all areas of the tourism industry at a senior executive level and in the capacity of consultant, Board Director, or as a member of project teams.

Jude operates her own consulting practice, Jude Franks Consulting, Tourism, Marketing & Management Consultants, with project involvement in tourism management, marketing, eco and nature-based tourism, heritage and cultural tourism, strategic marketing, and product and experience development. She has been involved in several corporate strategic planning, facilitation, communication and country branding projects in Australia and South East Asia.

Jude is a former Director of Tasmania's South Regional Tourism Association, Ecotourism Australia, Tasmanian Convention Bureau and Woolmers Estate and former Chair of RACT Travel. She is a current Director of RACT, RACT Destinations, Mount Wellington Cableway Company Pty Ltd and the Steamship Cartela Restoration Trust. Jude is passionate about the tourism industry in Tasmania and "making a difference". She is a proud Tasmanian who lives in Hobart.

HON. PETER MCKAY



Peter McKay was appointed to the Board in September 2013. He has successfully combined business investments with an extensive political career in the Tasmanian Legislative Council. He is the current owner-operator of Uplands Stables, a 21ha intensive farming property at Richmond in Tasmania where enterprises include vegetable seed production, a vineyard and cropping.

Peter is currently a Director of Workforce Health Assessors Pty Ltd where he is a principal, operating nationally and internationally, delivering employment medicals, flu vacs, and health and wellbeing programs. Peter is a member of the Management Advisory Group of Roche Brothers and Navigators and a Director of the Brooke Street Pier, Hobart. Peter also operates Holiday Rentals at Port Arthur and Cambridge, Tasmania.



KRISTAL BUCKLEY AM

BA (Hons), DipSocSci, MPubPol,  
GradCertHigherEd

Kristal Buckley AM has been a Director of PAHSMA since September 2013. She has extensive experience in cultural heritage management in Australia and internationally, including World Heritage. Kristal has a long-standing professional connection to Port Arthur, first working at the Site in the 1980s with the Port Arthur Conservation and Development Project, and more recently chaired the PAHSMA Conservation Advisory Committee. She is currently a Lecturer in Cultural Heritage at Deakin University, Melbourne. Kristal served as an international Vice-President of the International Council on Monuments and Sites (ICOMOS) 2005–2014, and now works as an ICOMOS World Heritage Advisor.



ROSEANNE HEYWARD

Roseanne Heyward has longstanding ties with the local Tasman community, having grown up in Koonya and attended the local Tasman District School. After travelling overseas, she returned to Hobart

to work as a Practice Manager for a specialist medical clinic for 15 years and to raise a family. She later returned to Koonya to live in 1995.

Roseanne has served the community in the role of Councillor on the Tasman Council while also demonstrating leadership, stakeholder engagement, communication skills and sound judgement in her roles as both Deputy Mayor 2007–2014 and Mayor 2014–2018.

Roseanne was appointed to the PAHSMA Board in February 2019 as a community representative. She is also actively involved as a volunteer with a number of local Tasman community organisations.

From left to right: Jude Franks, Jane Harrington, Jennifer Fitzpatrick, Roseanne Heyward, Sharon Sullivan, Stephen Large, Michael Field, Kristal Buckley, Carol Armstrong, Peter McKay, Anne McVilly.



EXECUTIVE TEAM

Led by the Chief Executive Officer, Stephen Large, the Executive Team as at 30 June 2019 included:



FINANCE AND ADMINISTRATION  
STEPHEN LARGE

F Fin GAICD

Finance and Administration has responsibility for financial and budget management, reporting, treasury and investment, IT services, contract management, insurance and risk management, and development of the Annual Report and Corporate Plan. Following the resignation of the Chief Financial Officer, Stephen has been supported by an excellent team consisting of Elise Roberts, Tanya Dalton, Debbie Williams, Maggie Dsouza, Peter Brown and Maddy Wade who display the organisational values every day.



CONSERVATION AND INFRASTRUCTURE  
DR JANE HARRINGTON

Conservation and Infrastructure has responsibility for general heritage and infrastructure projects and maintenance, Heritage Programs, Archaeology, the Resource Centre, Grounds and Gardens, Buildings and Works and natural heritage. Supported by Vicki Skeggs, the team of expert managers include Dr David Roe, Dr Jody Steele, Pamela Hubert, Susan Hood, James O'Regan and Katy Ross, together with outstanding heritage conservation, building and grounds teams who are committed to enhancing the international recognition of our Sites' heritage values.

TOURISM OPERATIONS  
ANNE MCVILLY



Tourism Operations manages all tourism and commercial operations at Port Arthur Historic Site including Visitor Services, Retail, Food and Beverage services, Guiding for day and night tours, cruise ships and product development. With the support of Cathy Howard and Debbie Williams, the team includes Maria Stacey, Jake Bradshaw, Ben Bate and Gabrielle Earnshaw and an amazing group of employees who exhibit passion and pride for their roles, our visitors and the Sites.

HUMAN RESOURCES  
CAROL ARMSTRONG



JP, BCom, BA (Prof Hons), MAHRI

Human Resources has responsibility for People, Culture and Employee Relations, Work Health & Safety, Pay & Conditions, Employment & Organisation Design and Workforce Planning and Development. In delivering these employment responsibilities the team includes Philip Johnston, Anne Hoyle, Tracey Rainbird, Pauline Wood and Susan Brown. Together the HR team seek to be a team who communicate with strength, clarity and fairness to provide a positive, powerful and motivating environment for employees.

MARKETING  
JENNIFER FITZPATRICK



The Marketing team is responsible for consumer marketing, travel trade promotions, corporate communications, fundraising, media and public relations. Together, the team are responsive to the changing digital marketing landscape to actively engage with wider audiences and promote PAHSMA's Sites through international, state and local industry forums. During the year Marketing welcomed a new Digital Media Officer, Meahd Bradshaw and farewelled the Sales and Marketing Coordinator, Sophie Kelly.

GOVERNANCE ARRANGEMENTS

PAHSMA operates in accordance with the State Government's *Guidelines for Tasmanian Government Businesses – Corporate Governance Principles*.

The Audit, Risk and Governance Committee assists the Board in fulfilling oversight responsibilities relating to financial statements, internal controls, compliance and the annual external audit. During the year the committee comprised of Board members, the Hon. Michael Field AC, the Hon. Peter McKay and Suzanne Clark (until term expiry) together with the CEO Stephen Large supported by the Chief Financial Officer (until resignation) and Accountant.

RISK MANAGEMENT

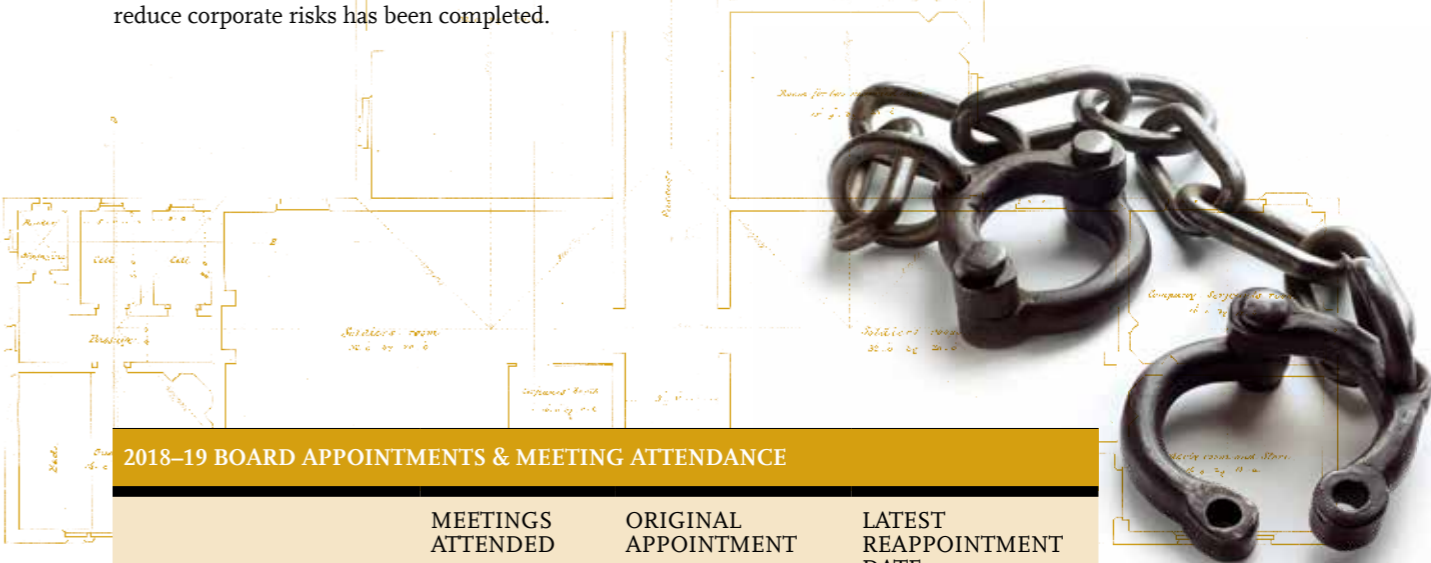
During 2018–19, PAHSMA completed a major review of the Risk Registers and Emergency Management Plans for all three of our Sites to ensure the systems and procedures in place to mitigate risks and to respond to challenges or emergencies were safe and effective. A major security review is underway to assess current measures and provide recommendations relating to any potential security risks. A Business Continuity Plan is also in place. The creation of a Records Retention and Disposal Schedule to further reduce corporate risks has been completed.

OVERSEAS TRAVEL

PAHSMA's Marketing & Communications Manager, Jennifer Fitzpatrick, represented PAHSMA on Tourism Tasmania's 2018 Asia Mission in September 2018. Travelling to Shanghai, Hong Kong, Kuala Lumpur and Singapore, this mission showcased Tasmania together with PAHSMA Sites and product offering to key Asian distribution and media partners. The Mission led by the Premier, the Hon. Will Hodgman MP provided PAHSMA with the opportunity to capitalise on our significant investments in the fast-growing Asian market and further build on existing relationships while raising awareness of the newly redeveloped Visitor Centre and product offering. The cost of \$10 088 included travel and participation fee, with approximately 43% reimbursed via Austrade's Export Market Development Grant program.

BOARD & EXECUTIVE PERFORMANCE

Performance reviews for the Board, including the CEO, were conducted by the Chair using the Government Businesses Assessing Board Performance format. Reviews for a number of Executive members were undertaken by the CEO in line with PAHSMA's Performance Review Process.



2018–19 BOARD APPOINTMENTS & MEETING ATTENDANCE

	MEETINGS ATTENDED	ORIGINAL APPOINTMENT	LATEST REAPPOINTMENT DATE
Sharon Sullivan	6/6	22/12/1999	19/12/2017
Michael Field	6/6	12/12/2005	26/02/2019
Judith Franks	6/6	14/12/2009	22/08/2016
Kristal Buckley	5/6	2/09/2013	8/11/2016
Peter McKay	6/6	2/09/2013	8/11/2016
Roseanne Heyward	3/3	26/02/2019	Nil
Stephen Large	6/6	3/04/2000	1/7/2015 CEO Renewal
Suzanne Clark	0 / 1	1/12/2005	Retired



Try Darcy Ann  
Tried Alder 20 March 1849  
Embarked Life  
Arrived 24 Sept. 1849

Transported for fitting for the head of Port Arthur  
inter before very good single stated that officer  
Planning a route to Port Arthur to Port Arthur  
See Report. Indifferent

Trade	Height	Age	Complex	Head	Hair	Whiskers	Visage	Forehead	Eyebrows	Eyes	Nose	Mouth	Chin	Native Place
Country		23	fair	black			Dark	Low	Black	Blue	Medium	Medium	High	Wing

Port Arthur Historic Site Management Authority (PAHSMA) operates under the *Government Business Enterprises Act 1995* (GBE Act) and the *Port Arthur Historic Site Management Authority Act 1987*. The GBE Act requires PAHSMA to include a Statement of Corporate Intent each year in both our Corporate Plan and Annual Report. The Statement of Corporate Intent summarises our strategic management approach and determines the key performance measures agreed with PAHSMA's Shareholder Ministers, the Hon. Will Hodgman MP, Premier and Minister for Heritage, and the Hon. Peter Gutwein MP as Treasurer.

OUR BUSINESS

Since 1987, PAHSMA has been responsible for preserving and maintaining one of Australia's most important heritage sites and major tourism destinations, the Port Arthur Historic Site. Management of the Coal Mines Historic Site at Saltwater River (2004) and the Cascades Female Factory Historic Site in South Hobart (2010) have since been included in PAHSMA's portfolio of responsibility.

The main functions of the Authority, which are defined in Section 7 of the *Port Arthur Historic Site Management Authority Act 1987*, include to:

- ensure the preservation and maintenance of the historic site[s] under its management as examples of a major convict settlement and penal institution of the 19th Century;
- co-ordinate archaeological activities on the site[s];
- promote an understanding of the historical and archaeological importance of the site[s];
- consistently with the Management Plan, promote the site[s] as a tourist destination;
- provide adequate facilities for visitor use; and
- use its best endeavours to secure financial assistance by way of grants, sponsorship and other means, for the carrying out of its functions.

OUR OPERATIONS

PAHSMA proudly manages three of the eleven sites that make up the Australian Convict Sites World Heritage property. Management and promotion of the Sites requires a careful balance between tourism operations and their conservation and maintenance for future generations as detailed in the Port Arthur Historic Sites Statutory Management Plan 2008 (SMP). The SMP adopts as its basic tenet that 'there is nothing more important about the future management of the Historic Sites than the obligation to achieve their long term conservation'.

Annual conservation grant funding is provided by the Tasmanian Government. Additionally, funds derived from Tourism

Operations are applied to conservation and infrastructure works. PAHSMA has also been successful in gaining additional grant funding for export marketing.

PAHSMA's tourism philosophy is to engage, inspire and inform visitors with authentic, meaningful and quality products, services and experiences that communicate the Sites' heritage significance. Our Tourism Operations aim to deliver excellent visitor experiences at all touchpoints and to maximise yield from commercial operations while ensuring that any service fees represent value to visitors. The Tourism Operations Plan 2016–20 identifies strategies and actions that specifically relate to visitor services for the tourism operations of PAHSMA.

COMMUNITY SERVICE OBLIGATIONS

In accordance with PAHSMA's Ministerial Charter, the Tasmanian Government will provide funding to assist in meeting the cost of non-commercial activities (Community Service Obligations) required to be undertaken by PAHSMA.

On behalf of the Government, PAHSMA's Community Service Obligations are to conserve, preserve and maintain the convict historic sites known as:

- Port Arthur Historic Site
- Coal Mines Historic Site
- Cascades Female Factory Historic Site.

The net cost to PAHSMA to meet the financial obligations during 2018–19 was \$4.64M. These obligations were funded by a \$3.825M Government contribution, in addition to PAHSMA's commercial activities and other grants received. Following an underspend on proposed conservation projects in 2017–18 due to the redirection of key personnel resources to the Visitor Centre Redevelopment, this has resulted in more conservation work done to meet budget expectations in 2018–19.

OUR OPERATING ENVIRONMENT

As a GBE, PAHSMA must balance its responsibilities as a public agency, major employer in the Tasman community and custodian of National and World Heritage-listed places, with the realities of operating in a competitive commercial market.

Key factors influencing PAHSMA's operating environment include:

- The Port Arthur Historic Site is located on the remote Tasman Peninsula, which presents ongoing challenges in recruiting, retaining and accommodating employees.
- The Cascades Female Factory is located 100km from PAHSMA's main administrative centre resulting in travel often required to enable effective training, administration and management to occur.
- PAHSMA is obliged to protect the heritage

values of the Sites and to undertake conservation and interpretation activities in accordance with relevant legislation, international conventions and industry standards. PAHSMA is unable to generate sufficient income from its tourism operations to fully meet these substantial requirements, thus creating an ongoing reliance on external funding.

- Tourism markets are constantly changing, reflecting new opportunities, emerging technologies, changing lifestyles and social norms. To be commercially successful in this environment, PAHSMA needs to continue to be agile and skilled in forecasting and responding to these influences, while global economic factors impact on levels of available disposable income for tourism products.
- PAHSMA's understanding and respect for the special connection that the Tasman and Tasmanian community share with the historic sites and their respective post-convict histories.

OUR STRATEGIC DIRECTION

Building on PAHSMA's Vision, Purpose and Values, our Key Priorities for 2018–19 and the foreseeable future are focussed on:

- People
- Governance and Leadership
- Sustainability
- Heritage Tourism
- Infrastructure and Systems
- Community and Stakeholders
- Conservation Management.

PERFORMANCE AGREEMENT

The Statement of Corporate Intent represents a Performance Agreement between PAHSMA and our Shareholding Ministers. It formally commits PAHSMA as part of our corporate planning process to strive to achieve set targets. The key performance measures for the 2018–19 financial year included both financial and non-financial indicators and are based on four-year financial forecasts and our strategic objectives.

Pat Jones Cottage  
Image: Cathy Howard



KEY PERFORMANCE MEASURES		
FINANCIAL INDICATORS 2018–19	TARGET	ACTUAL
Operating profit/(loss) (\$M)	1.38	(0.22)
Commercial revenue (\$'000)	19 350	16 430
Yield per visitor (\$)	44.03	42.48
Commercial expenses (\$'000)	14 024	13 728
Conservation expenses (all sites)(\$'000)	5 772	4 643

NON-FINANCIAL INDICATORS 2018–19	TARGET	ACTUAL
Day Entry visitors	343 800	357 411
Ghost tour participants	32 400	30 785
Cascades Female Factory visitors	40 500	34 803
Customer satisfaction levels Note: Measurement changed from customer satisfaction to NPS	90%	+83
% of annual conservation projects completed within budget, scope and on time	90%	75%
% of Isle of the Dead boardwalk replacement Stage 2 completed at 30 June	100%	100%

CONTRIBUTION  
TO THE STATE  
ECONOMY

PAHSMA is Tasmania’s only tourism and heritage Government Business Enterprise and is committed to making a positive difference to Tasmania. PAHSMA attracts visitors to the State and to the Tasman Peninsula due to our ongoing promotion of the three historic convict sites, and the excellent experiences offered. This results in a substantial economic benefit at both a regional and state level. From an environmental and community perspective, PAHSMA’s commitment to conserve and present these sites guarantees they will remain for future generations.

In 2018–19 PAHSMA’s operations that have had a direct positive impact on our economy and community include:

- directly employing 183 individuals providing work and ongoing training and development in a region which has unemployment rates that exceed the State average
- utilised a Tasmanian architect for the design of the Cascades Female Factory History and Interpretation Centre
- engaged many Tasmanian businesses to supply goods and services
- sourced local products for sale in the Gift Shops
- used local produce in food and beverage outlets where possible
- participated in collaborative partnerships with other Tasmanian entities to market our Sites and our State both nationally and internationally.

BUY LOCAL

Under the Buy Local Guidelines, PAHSMA is required to report on purchases from Tasmanian businesses or consultancies. During the 2018–19 year, 73.92% of PAHSMA purchases equating to \$7 616 530 were from Tasmanian businesses.

There were 8 consultants engaged for \$50k or less, totalling \$69 269. There were no individual consultancies during 2018–19 valued at more than \$50k (ex GST).

FINANCIAL RESULT

In 2018–19 PAHSMA incurred an operating loss of (\$0.219M) compared to 2017–18’s operating profit of \$0.622M. PAHSMA recorded an increase in Entry Fees, Tours and Merchandise income of 3.83%, Grant income decreased by 0.6%, Interest income decreased by 4.98% and Other income decreased by 49.13% compared to the 2017–18 financial year.

2018–19 was the first full financial year where PAHSMA has been able to utilise the redeveloped Visitor Centre. This has resulted in an increase in retail revenue generated. Entry Fees, Tours and Merchandise revenue growth has been negatively impacted by the number of cruise ship visits being lower than initially expected.

Employee expenditure has increased by 1.92% compared to the 2018–19 result, which is primarily due to CPI salary increases and level rises. Contractor expenditure increased by 7.39% compared to the 2017–18 financial year due to an increase in the use of contractors in Conservation and Infrastructure projects which were able to be undertaken after the completion of the Visitor Centre redevelopment.

Cost of Goods sold increased by 21.17% compared to the 2017–18 result, primarily due to the increased cost of stock, along with the increase in sales for food and beverage and retail locations.

Depreciation increased by 51.29% compared to the 2017–18 financial year, which is mainly due to the infrastructure within the completed Visitor Centre.

Interest Expense increased significantly compared to the 2017–18 financial year, which is due to the loan from Tascorp for the redevelopment of the Visitor Centre, as well as increase in the loan to fund operating activities.

PAYMENT OF ACCOUNTS

In accordance with the Payment of Accounts Guidelines all accounts are required to be paid within 30 days. During 2018–19, PAHSMA’s average creditor days were 16.5, with 6 729 accounts equating to \$9 810 910 paid within 30 days and 415 accounts equalling \$495 637 outstanding after 30 days from invoice date. There were no payments of interest paid on overdue accounts.

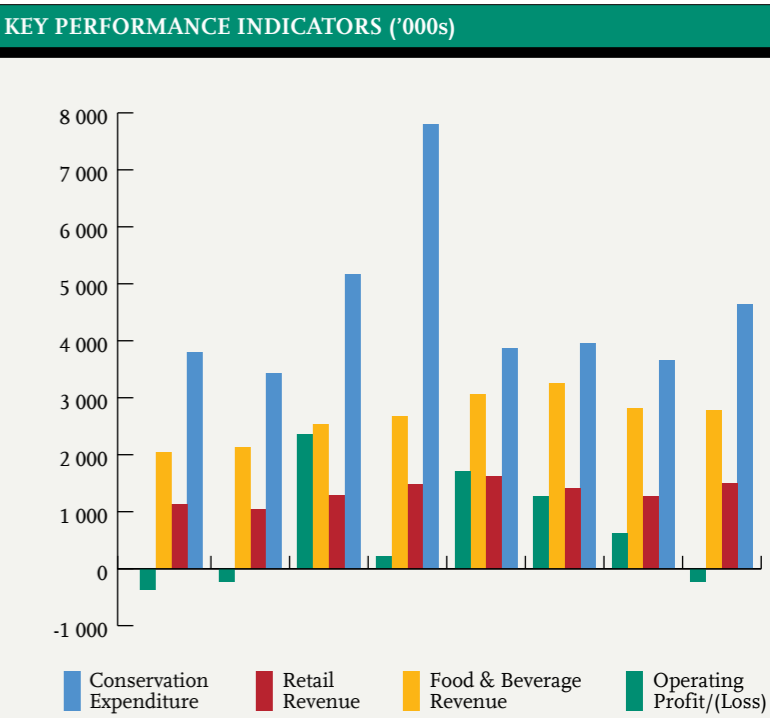
Payments not made by the due date required further action be taken before payment could be made, such as invoices may have been incomplete, inaccurate, disputed or the goods or services had not yet been received.

BUSINESS GROWTH

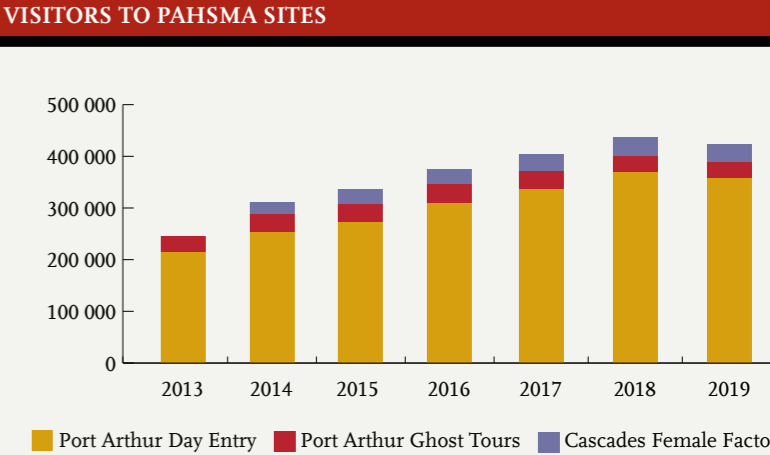
We continue to promote our Sites to the growing Asian market, both directly and in partnership with Tourism Tasmania. Our ongoing accredited China Ready program ensures our services and experiences meet the needs of our Chinese visitors.

The PAHSMA Product Development Committee focus on identifying tourism trends and ensuring our products continue to meet the needs of our key markets with new experiences and retail products. The ability to now sell tickets globally on demand to our visitors in conjunction with online trade partners plus our own website also assists to generate business.

Anne McVilly is a member of the Management Committee of the Australian Cruise Association, the peak cruise marketing body for the Australian and Pacific regions. This partnership facilitates valued working relationships and business opportunities from the cruise ship sector.



Local products in the Gift Shop



OUR PEOPLE

PEOPLE MANAGEMENT ACTIVITIES

The Human Resources (HR) team provides advice and support in relation to people management practices. This includes developing and implementing policies, programs and procedures that support Work Health and Safety (WHS), health & wellbeing, learning and development, and managing work relationships while providing essential services for payroll, recruitment, job design and workers compensation.

PAHSMA's employment practices are principally governed by the *State Service Act 2000* and its related regulations and directions. As such our people are Tasmanian State Service employees.

RECRUITMENT

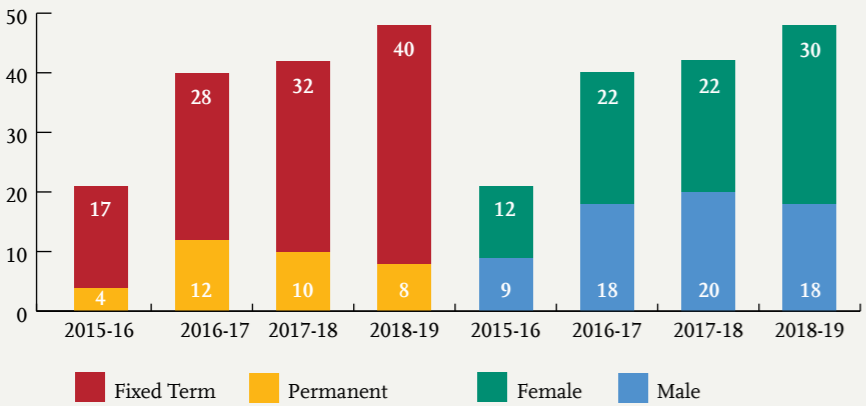
Recruitment activity continued to grow during 2018-19. This has led to the implementation of a range of improvements to ensure that our recruitment processes continue to meet the needs of both applicants and PAHSMA.

PAHSMA has endeavoured to provide employees with improved job security and hours, particularly in the Tourism Operations area. The use of e-recruitment software *PageUp* has played an important part in improving processes and efficiencies, particularly with regard to communication with applicants. A positive initiative is the ability to communicate PAHSMA's organisational values to applicants from the time of initial contact. The receipt of applications via e-recruitment has resulted in an increased number of applications, which supports the merit selection principle of attracting the best applicants for vacant roles.

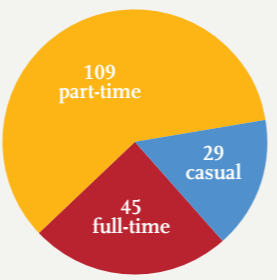
As at 30 June 2019 PAHSMA had 183 paid employees, equivalent to 118.48 Full Time Equivalent (FTEs), which comprises 45 full-time, 109 part-time and 29 casual employees. This represents a 2.47% increase in FTEs on the previous year.

The table below shows a steady increase in paid Full Time Equivalent (FTE) employees over the last six years for summer and winter seasons.

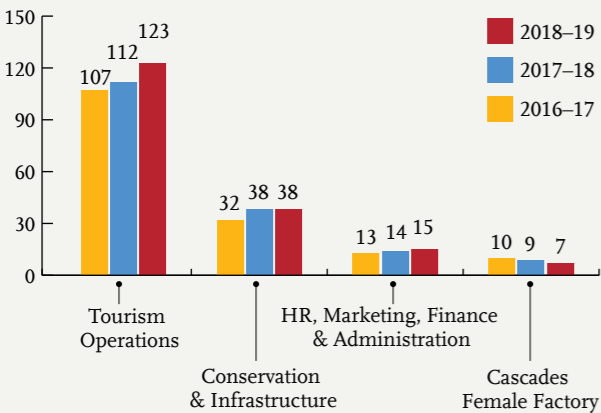
PAHSMA NEW APPOINTMENTS



PAHSMA EMPLOYEES



EMPLOYEES BY DEPARTMENT



FULL TIME EQUIVALENT EMPLOYEES (FTEs)

MONTH	PAID FTEs	MONTH	PAID FTEs
Jan 19	168.22	Jun 19	118.48
Jan 18	162.79	Jun 18	115.62
Jan 17	159.92	Jun 17	110.11
Jan 16	156.30	Jun 16	105.52
Jan 15	131.35	Jun 15	98.85
Jan 14	119.00	Jun 14	88.47



Top: Kitchen Operations trainee  
Above left: Muster session  
Above right: Construction trainee  
Image: Anthony Mitchell

WORKFORCE CAPABILITY DEVELOPMENT

PAHSMA participated in a working group to develop a draft *Framework for People Development in the Tasmanian State Service* aimed to define a good practice approach to people development. It is envisaged that PAHSMA will adopt the framework as we finalise our People Development Strategic Plan, continue to develop a Capability Framework, and refine our Performance Management System.

YOUTH EMPLOYMENT

PAHSMA supported the public sector's commitment to increasing youth representation amidst an ageing demographic by participating in the TSS *School to Work Youth Employment Program*. Three varied school-based traineeships were offered being a Certificate II Horticulture, Certificate III Business and Certificate II Kitchen Operations. PAHSMA's Kitchen Operations Trainee and Food & Beverage Supervisors were featured in a video story organised by the Department of Premier and Cabinet and the Department of Education to highlight Australian School-based Apprenticeships within the Tasmanian State Service.

Other youth employment initiatives include:

- partnering with the Tasmanian Building Group Apprenticeship Scheme to trial

the placement of a Certificate II Construction school-based trainee for blocks of time rather than regular days each week

- sharing employment of a young painting apprentice in our Conservation & Infrastructure department
- offering VET tourism students from Tasmanian Colleges a work placement in each of the four Tourism Operations business units as well as at Cascades Female Factory Historic Site
- continuing to offer an annual Work Inspirations program to all year 10 students at Tasman District School.

Recognising PAHSMA's evident involvement in youth vocational education, our Learning & Development Officer was invited to present to coordinators at the Southern Colleges Vocational Education & Training annual meeting.

DIVERSITY – ABORIGINAL EMPLOYMENT

PAHSMA was represented by two employees at the State Service Aboriginal Employee Gathering hosted by the State Service Management Office and the Office of Aboriginal Affairs. The gathering provided the opportunity for Aboriginal employees to come together and celebrate their culture and connect with other Aboriginal State Service employees.



Fire warden in training  
Image: Anne Hoyle

## DIVERSITY – GENDER

*Women in the Tasmanian State Service* is a compilation of career narratives produced as part of the Tasmanian State Service's commitment to Gender Diversity. It features the photographs and stories of 16 inspirational women, all employees of the State Service and highlights the diversity and richness a State Service career can offer. The publication aims to inspire and influence a variety of women, with stories of aspirations, career choices and attitudes about non-traditional careers. PAHSMA were proud to have Nicky Corbett, a PAHSMA Conservation Project Officer, featured in the publication.

## DIVERSITY – GENERAL

PAHSMA endeavours to provide assistance to people in the region who are considered disadvantaged when seeking employment. This includes supporting people returning to work after an absence, those with low numeracy and literacy skills and those who may require consideration because of caring responsibilities. Within PAHSMA there is more than a 55 year age difference between the youngest and oldest employee and this requires diverse management approaches to ensure every employee can perform to their best capability.

## WORK HEALTH AND SAFETY AND WELLBEING

WHS and wellbeing training continued during the reporting period including the provision of de-escalation training to frontline employees under the Occupational Violence and Aggression Campaign. Additional training of Port Arthur Historic Site Visitor Centre personnel in emergency procedures relevant to the new building continued.

The Work Health and Safety Consultative Committee met monthly with a number of long serving members retiring, providing opportunities for other employees to be engaged.

Health and wellbeing promotion and activities continued with an increased focus on mental health and wellbeing with presentations at whole of organisation information sessions attracting strong and

positive feedback. An employee needs survey conducted for a revised PAHSMA Workplace Health and Wellbeing Program indicated a strong desire from our people for more information and training around mental health and wellbeing.

## 2018 STATE SERVICE EMPLOYEE SURVEY

PAHSMA employees participated in the Department of Premier and Cabinet's (DPAC) State Service Management Office (SSMO) coordinated State Service Employee Survey. The voluntary survey asked employees and officers about their work and work environment.

The survey question topics included diversity, employee engagement, workplace health, safety and wellbeing, job satisfaction and team work. Respondents were also provided the opportunity to contribute views about accountability, values and principles, as well as how behaviours such as fairness and respect are valued in the workplace.

The 2018 Survey was open to all 150 PAHSMA employees and officers with a good representation of 66 people (or 44%) submitting their views.

Confidential responses to the Survey were collected and analysed as required under the *State Service Act 2000* and *Personal Information Protection Act 2004* with the results to be used to inform workforce management practices, activities and reporting.

The survey results enabled PAHSMA to celebrate success in a number of areas, particularly when compared to the prior 2016 survey, and to identify challenges. Following receipt and analysis of the results and also in line with PAHSMA's focus on continuous improvement, an Organisational Transformation Review commenced in May 2019 to further identify potential improvements that may be initiated to ensure an engaged and sustainable future for PAHSMA and our people. Being conducted by an external independent consultant, the review has included considerable consultation with the PAHSMA Board, Executive, Managers and employees and the recommendations are due to be presented in the 2019-20 financial year.

## YEARS OF SERVICE RECOGNITION

'People Matter' is one of PAHSMA's organisational values. In recognition of this, 35 people who have been employed with PAHSMA in excess of ten years were acknowledged by the Board and Executive at a special celebration during August 2018. The celebrated employees, whose tenure ranged from 10 to 35 years, were presented with a Certificate of Service together with a specially created pin to be worn with their PAHSMA uniform to acknowledge the milestones achieved.



TOURISM  
OPERATIONS

TOURISM PLAN

The PAHSMA Tourism Plan clearly identifies our Strategic Tourism Priorities to ensure we meet our vision:

- Maintain and develop all PAHSMA Sites as attractive and desirable visitor destinations.
- Continue to explore use of technology to enhance visitor experiences and create efficiencies.
- Increase visitor yield at all PAHSMA Sites.
- Improve profitability of tourism operations.
- Invest in our people.
- Continue to develop our Quadruple Bottom Line – economic, environmental, social and cultural sustainability.

1830 Restaurant & Bar  
Images: Peter Whyte



- Continue to develop and introduce new products, experiences and packages to meet the need of current and emerging markets.
- Continue to take a lead role in regional tourism and community engagement.

OUR VISITORS

Our 2018 Winter customer survey undertaken by Myriad Research advises that a ‘typical’ Port Arthur visitor:

- Visits in a group size of 2.6 people
- Spends 4 hours on site
- 23.5% stayed at least one night in the Tasman region
- 30% have visited before
- 50% over 50 years old
- 46% male and 54% female
- 10% arrived by coach
- Word of mouth (from family, friends and others) was the most important information source influencing the visit (35%).

1830 RESTAURANT & BAR

After opening in December 2017, following a gradual increase in patronage from both local residents and visitors, 1830 Restaurant & Bar is receiving positive reviews. The product offering has been enhanced with the new menu specialising in local produce and beverages. The introduction of After Dark packages, 2 course and Early Bird specials, a Three Capes offer and tasting afternoon for local business have proved popular, while our Food and Beverage team continue to provide exceptional service.

CRUISE SHIPS

- Port Arthur welcomed 16 cruise ships in the 2018–19 season, with 6 previously booked cancelling their visits predominantly due to weather conditions (not necessarily at Port Arthur, but on occasion charting itineraries to avoid future bad weather).
- 26 985 passengers came ashore with 12.9% undertaking a tour to the many tourism experiences in the Tasman Region, which is a 1.7% increase on the previous year. Tours to all areas of the Tasman Peninsula, the Coal Mines and *Behind the Scenes* Tours (conducted by Conservation staff) were extremely popular among passengers.
- Port Arthur also welcomed the small luxury expedition ship, *Coral Expeditions*, on 13 occasions, with 410 passengers treated to private tours and local food and wine as part of an exclusive Port Arthur experience.
- This year we worked with our local tourism experience operators to form a Tasman Cruise Group with the aim to develop and promote new experiences to cruise lines.

- Port Arthur Historic Site hosted several cruise lines executives from Seabourn, Windstar Cruises, Holland America Line and Carnival to showcase Port Arthur’s heritage, visitor experiences and tourism infrastructure as well as the quality tourism experiences and walks in the region.
- The Cascades Female Factory welcomed many independent passengers from the 63 ships that docked in Hobart in 2018–19.
- PAHSMA worked with one cruise line to present a new Hobart tour incorporating the Cascades Female Factory, the Orphan Schools in New Town and the Hobart Convict Penitentiary. The tour is ready to be sold during the 2020 season.
- Our Cruise Ship market stalls, providing local crafts people the opportunity to promote and sell their wares direct to cruise passengers, is proving extremely popular with cruise lines and our community artisans.

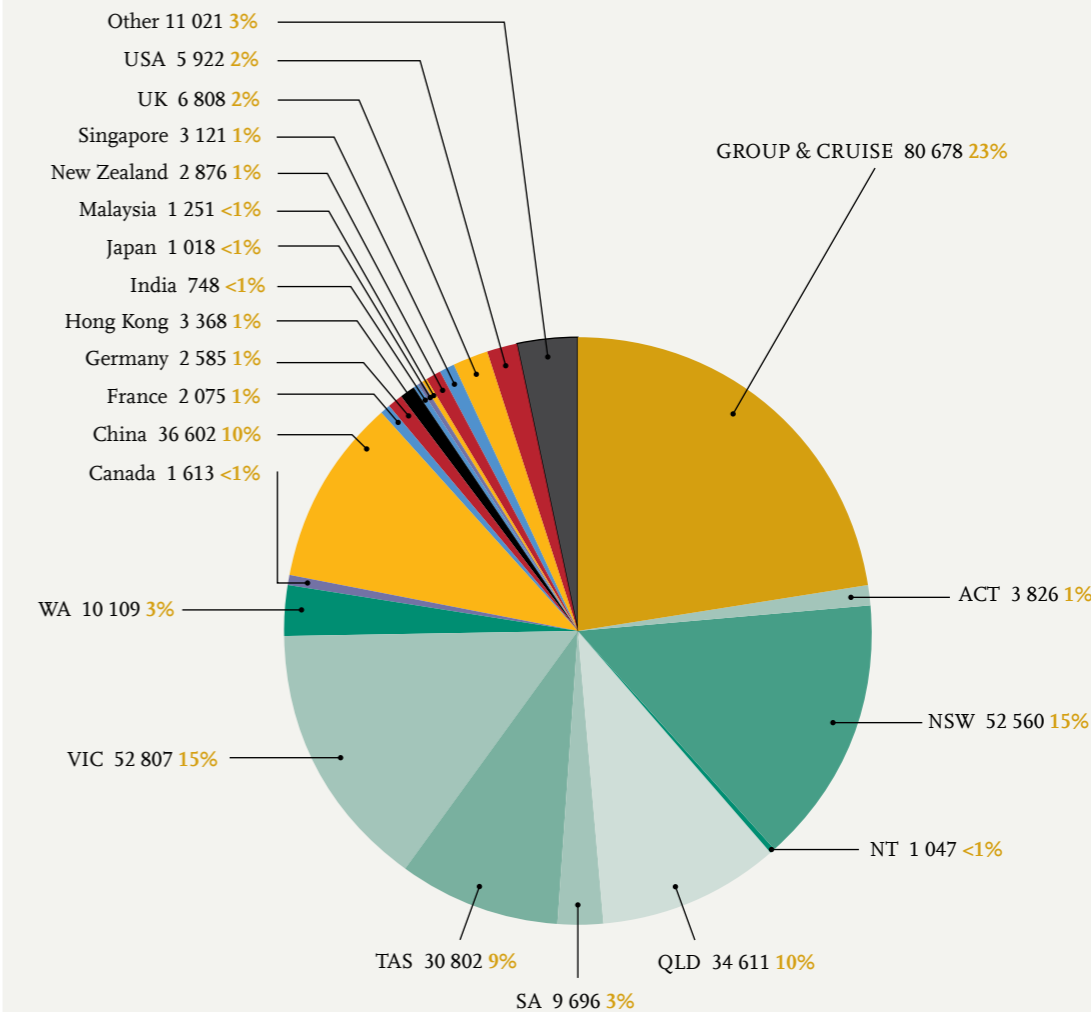
THREE CAPES TRACK

PAHSMA is extremely proud to partner with Tasmania Parks & Wildlife and Pennicott Wilderness Journeys in the delivery of this world class walking experience. In 2018–19 the total number of walkers departing was 11 404. Of these, 10 787 were from Australia, including 1 445 from Tasmania. International walkers were from USA 139, New Zealand 86, United Kingdom 73 and Canada 65 plus others.

Majestic Princess  
Image: Cathy Howard



VISITOR ORIGIN FOR PORT ARTHUR HISTORIC SITE 2018–19





## WI-FI

Port Arthur has continued to record one of the highest levels of usage amongst the 74 locations within the State Government's free Wi-Fi network, with only two locations in central Hobart recording higher usage. Over 113 000 users have accessed free Wi-Fi services at Port Arthur, in around 148 000 sessions, since the service was activated in June 2016. This valuable service allows visitors to communicate with friends or family and to share their images and comments about their visit.

## BROOKE STREET PIER

The PAHSMA Booking and Information outlet in the Brooke Street Pier development on Hobart's waterfront has provided a visible presence and promotion for all PAHSMA Sites and the Tasman region for approximately 5 years. PAHSMA decided to close the outlet effective 30 June 2019 to further refocus on the core business at each of our sites.

## TASMANIAN VISITOR INFORMATION NETWORK

Due to the growth in online bookings globally, reluctantly PAHSMA ceased operating the accredited Tasmanian Visitor Information Network (TVIN) at Port Arthur effective 30 June 2019.

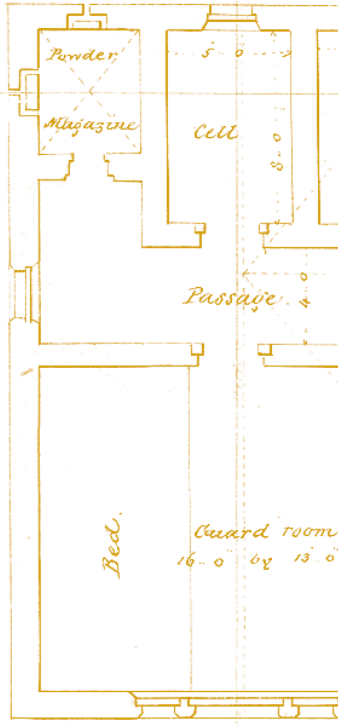
PAHSMA will proudly continue to promote our region on internal and external digital screens and display brochures and continue to provide advice and information to travellers. It is not anticipated that the visitor experience nor the local economy will be negatively impacted by the closure.

## PRODUCT DEVELOPMENT

Guided by the Product Development Committee new experiences and retail items created and/or launched this year included:

- *Wheel of Fate*, a six-hour tour with exclusive access plus a private dinner in the Visiting Magistrate's House as part of a new Signature Experience Collective, the Cultural Attractions of Australia in partnership with Tourism Australia
- *Escape from Port Arthur* tour, a one-hour optional tour at Port Arthur
- A locally made leather game of Nine Men's Morris (as played in the Interpretation Gallery) for sale in the Gift Shop.

An ever-popular series of historical plays at Port Arthur Historic Site were performed from Boxing Day 2018 until Easter 2019.



Opposite and below: *Wheel of Fate* Tour  
Images: Peter Whyte



MARKETING

REDEFINING TARGET MARKETS

PAHSMA continues to review and refine our Marketing Strategy based on intelligence gathered from our visitor arrivals, broader region and state strategies, together with the latest industry reports.

As a major tourist attraction for Tasmania and Australia, Port Arthur is on the ‘bucket list’ for many visitors. Therefore our target markets align with those of our state and national tourism marketing organisations where they seek to attract first time travellers.

In 2018, Tourism Tasmania identified two audience segments in the domestic market: *Erudites* and *Raw Urbanites*. Together, these target markets represent 33% of the travelling Australian public, which is larger than the previous focus on *Life Long Learners*, estimated by Roy Morgan to represent about 14% of travelling Australian public, half of whom have already visited Tasmania. PAHSMA’s products and experiences are particularly suited to *Erudites*, described as ‘cultured explorers’. As the starting point for the Three Capes Track, Port Arthur is also well placed to attract *Raw Urbanites* seeking natural encounters to reconnect with nature and local culture.

Knowing that these new target markets are seeking enrichment as part of their holiday experience, we promote our products in a manner that aims to appeal to our visitors’ specific needs and increase conversion from interest to travel.

**DIGITAL MEDIA**

PAHSMA recognises that by increasing online audience engagement, we will attract and nurture our relationships with a wider community to ultimately encourage visitation and increase the positive brand reputation of our Sites. This year a Digital Media Strategy is being developed to deliver on the Marketing Strategy objectives specifically to increase

brand awareness and advocacy by producing and curating organised, relevant, shareable content through our many digital and social media channels.

We also invested in creating a new role for a dedicated Digital Media Officer, whose primary function is to manage our online reputation through social media channels and forums. This position recognises the ever-growing importance of digital media to the Marketing of our sites and complements a contracted Chinese Digital Officer, responsible for engaging with our Chinese online community through our Weibo and WeChat accounts.

EVENTS

PAHSMA hosted two major Festival of Voices events during July 2018. Over 140 people attended free pop-up performances of *The Clementines* at the Cascades Female Factory on 7–8 July. Additionally, *Voices in the Asylum* was a sell out at the Port Arthur Historic Site with 96 booked for the dinner and performance by the Peninsula Singers and the acclaimed Australian Voices. A beautiful day with the Sydney Children’s Choir performance in the Convict Church featured a rendition of the Port Arthur Memorial by Margaret Scott, arranged by Dan Walker, being particularly powerful with 128 audience attendees.

Collaborating with the Australian Wooden Boat Festival showcased Port Arthur’s significant role in the maritime history of Tasmania. The partnership included performances of the *Boys are not Beasts* short play over two days at the Festival. The magnificent presence of tall ships the *Bark Endeavour*, *Young Endeavour* and *Søren Larson* anchoring at Port Arthur before and after the festival events in Hobart was a highlight.

HM Bark Endeavour Replica at Port Arthur  
Image: Paul Reardon



MARKETING TO CHINA

Visitor arrival data over recent years has shown free independent travellers out of mainland China increasing at a greater rate than other international markets. PAHSMA recognises the strength of this market and has invested in participating in the Tourism Tasmania 2018 Asia Mission to meet directly with key distribution partners, online travel agents and media to increase awareness and provide greater understanding of our World Heritage convict sites to potential travellers.

In April 2019 PAHSMA launched our redeveloped Chinese website [www.portarthur.cn](http://www.portarthur.cn). The new custom-built website reflects the brand style of the global site [www.portarthur.org.au](http://www.portarthur.org.au). Hosted in Shanghai to increase search engine optimisation and load times in China, the website provides site history and ticket information in simplified Chinese and offers customers the option to purchase their tickets using the very popular mobile payment systems of AliPay and WeChat Pay.

New PAHSMA Chinese website



INTERNATIONAL MARKET

Port Arthur Historic Site is well and truly an established ‘must see’ attraction for international travellers visiting Tasmania. Independent international visitor arrivals to the Site increased 2% overall on last year with the largest number of visitors coming from mainland China followed by North America and the United Kingdom.

LOCAL MARKETING

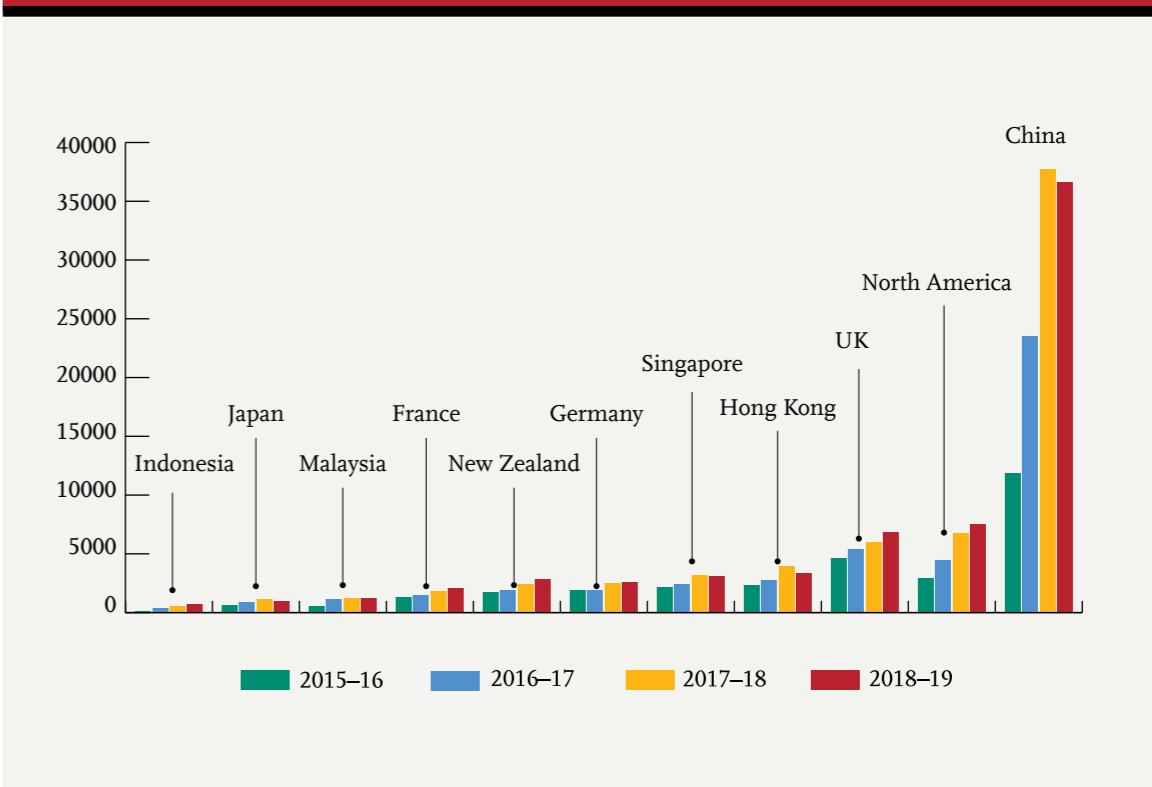
PAHSMA has long held a position on the committee of the local tourism association, Port Arthur and Tasman Tourism Association (PATTA). This year PATTA, together with the Tasman Business Association, voted in favour of forming a new association together. The new Tasman Business and Tourism Association (TBTA) recognises the symbiotic nature of the visitor economy and its impacts across all businesses in the Tasman region. PAHSMA, through the Marketing and Communications Manager, has been facilitating the merger and drafting of a new constitution and will continue to play a leading role in the formation of the new board.

PAHSMA is also a gold member and works closely with the southern regional tourism association, Destination Southern Tasmania

Our region enjoyed significant growth in overnight stays, with 110 043 overnight visitors in the 12 months to March 2019, an increase of 3.6% on last year.

(Source: Tasmanian Visitors Survey)

INTERNATIONAL ARRIVALS TO PORT ARTHUR



## CONSERVATION AND INFRASTRUCTURE

Our Conservation and Infrastructure team had an impressive year of achievements, having rediscovered that large projects tend to leave a legacy of flow-on work. Energies have been invested in finalising the Penitentiary project and polishing up our redeveloped Visitor Centre. We have revisited the Separate Prison to finalise a gap in our interpretation in B-Wing and given it some much needed surfaces conservation attention. A major program of conservation work to St David's Church was completed. Significant attention was given to the conservation of some of our heritage oak trees, and we implemented a rabbit eradication program.

During the year we farewelled our Works Manager, Marty Passingham and welcomed a replacement in Katy Ross. The Port Arthur Gallery won a Judges Choice National Award from Interpretation Australia. This is a great accolade and well-deserved recognition of the work that went into our new Visitor Centre. We ended the year with the production and release of a new Visitor Guide. As always, the outputs are the result of the diligent, passionate and dedicated team that make up the Department, and all are to be acknowledged and thanked.



### PENITENTIARY

Following the major archaeological program of the Ablutions area, the dayroom seating area behind the Penitentiary was finalised as was the exit from the bakehouse building, finally making both areas accessible for mobility restricted visitors. We installed additional hard landscaping elements and developed interpretive signs. The work on the area provides a valuable addition to the Penitentiary landscape as an integral step in introducing our visitors to the daily lives of convicts and operations of the precinct.



Conservation work underway

### ISLE OF THE DEAD

Stage Two of the Isle of the Dead walkways was completed, including new platforms overlooking the convict burial area and the northeast corner providing a view to some of the chest monuments. Considerable planning was dedicated to Stage Three of this project, including a program of helicopter transfers to the Isle of the Dead attracting spectator interest. The condition of the monuments on the Isle were reassessed with reassuring results as part of our ongoing monument conservation program.

### SEPARATE PRISON

Substantial conservation work at the Separate Prison has been undertaken under the direction of Marita Perry, Conservation Project Officer. This included repointing of flagging and ashlar stone, repairs of stone and plaster and lime-washing. Dr Jody Steele and her team installed six major interpretive panels in B-Wing, specially designed to infill the Carnarvon-era wall penetrations between B-Wing and the adjacent exercise yards. The panels speak to the post-convict story, early conservation and Burra Charter principles as

Separate Prison B-Wing, before and after installation of Interpretation Panels  
Image: Jody Steele



well as to several of the individuals who hold specific connections to B-Wing. The exercise yard and exposed 'new brick' offer the perfect opportunity for visitors to delve deeper into the story associated with the evolution of the structure.

### SOLDIERS' MEMORIAL AVENUE

A ceremony to commemorate the 100th anniversary of the end of First World War was held on Sunday 11 November 2018. The planting of the final tree in the Soldiers' Memorial Avenue was a fitting tribute to the occasion and also concluded the conservation project launched in 2011 to replace the avenue to ensure its continuity. The project was a successful collaboration between PAHSMA, the local community, various stakeholders and our Community Advisory Committee.

### CARRYING CAPACITY AND SUSTAINABLE VISITATION

The first draft of the Carrying Capacity and Sustainable Visitation report was completed in December 2018 to enable experts from the Getty Conservation Institute, Dr Martha Demas and Dr Neville Agnew, to review and comment. Both were keynote presenters at a PAHSMA workshop in February, including Tasmanian heritage and tourism industry stakeholders, in addition to presenting at a well-received public lecture held in partnership with the University of Tasmania.

### LASER SCANNING

Production of three-dimensional scans of the ruins and retaining walls on the Port Arthur Historic Site has been completed. The information will provide accurate data for future use to ascertain any structural movement in walls and assess levels of fabric loss due to disaggregation or other causes.

### RESPONDING TO CLIMATE CHANGE

Investigations as to how our sites are changing in response to the effects of climate change are continuing. Dr David Roe and Dr Caitlin Vertigan have been active in various Tasmanian initiatives, including the Department of Premier and Cabinet (DPAC) Regional Coastal Hazards Strategy – a project that will align all southern Tasmanian councils in their responses to climate change issues. Dr Vertigan has also been invited to speak as part of the plenary at the Seachange conference in Blackpool (UK) in September 2019.

The Carnarvon Beach foreshore has seen the stabilisation and rehabilitation of areas of beach suffering from multiple vehicular access points. In consultation with the



Coal Mines Historic Site  
coastal erosion  
and littoral strip reloading



community, the decision was made to restrict access to a single entry and an exit, and replant the remaining foreshore with coastal plants.

The Coal Mines littoral strip reloading commenced the prior year has proven to be more effective than anticipated, and was extended to cover all the sensitive exposed heritage fabric on the foreshore. While not a permanent solution, it continues to exemplify sound conservation practice for both the cultural and natural values of the area while being incredibly cost effective in comparison to the majority of mitigation solutions.

### EDUCATION PROGRAM

Over 8 600 students took part in the Port Arthur Historic Site education program, and almost 2 000 children joined an educational activity during the school holiday program.

Highlights of the year included the special two-week summer program, *Having a whale(boat) of a time!*, which focused on Port Arthur's history of boat building in the context



Donated convict-era barrel  
Image: Nicky Corbett

of the early bay-whaling industry. In April the Heritage Programs team took part in TMAG's Children's Festival. Over 300 children joined in the fun and made quarter-size convict bricks. Over two days, the team promoted PAHSMA, its education and holiday programs to several hundred local and interstate visitors. This outreach was enhanced by the development of a new Education Brochure, designed to promote the education programs at Port Arthur and the Cascades Female Factory to teachers.

At Port Arthur several groups from Tasman District School were hosted to learn about the gardens or discover their local history. The entire Dunalley Primary School students and teachers made a special visit to Port Arthur to undertake a tour and harbour cruise. The involvement with local schools remains a significant component of our community engagement.

## COLLECTIONS MANAGEMENT

During the year Forensic Science Service Tasmania (FSST) Scientists assisted PAHSMA's curatorial team with an unusual request to solve a mystery relating to a rare convict-era barrel recently donated by Sue Mayne from Bothwell. Dr Michael Manthey's Illicit Drugs team conducted a series of tests on the artefact. PAHSMA was investigating any evidence that the barrel may have been used to store gun powder as this type of artefact is very rare. Small scrapings from inside were fed into a gas chromatography machine revealing no evidence of gunpowder or the sulphur expected. The evidence revealed a large number of starch granules in the barrel cracks which suggests it having been used to store flour.

We thank and acknowledge our generous donors for 2018–19 that have contributed to our collection:

- Ordination Certificate for Rev. George Eastman: Mr Trevor Eastman, Victoria
- Photographic Images of Port Arthur and the Tasman Peninsula: The Maritime Museum of Tasmania
- Term of His Natural Life Ephemera consisting of a Pianola Roll and Cassette Tape: Mr Michael Evans, Tasmania
- Snuff Box, reportedly belonging to Convict Sarah McGoverin: Ms Laura Fulton, Tasmania
- Photographic Print *The Nature of Falling*: Ms Angela Casey, Tasmania
- Child's shoe/boot from 7 Syme Street, South Hobart: Ms Natasha Exel, Tasmania
- Stereoscopic Viewer: Ms Kathleen Smith, Tasmania.

As part of our partnerships with other collecting bodies we registered the following outgoing loans:

- A matched pair of Convict Boots: Tasmanian Museum and Art Gallery, Hobart for exhibition *Tense Past* by Julie Gough
- A pair of matched marble Urns and textile and wire Floral Display: Queen Victoria Museum and Art Gallery, Launceston, for the exhibition *The Enquiring Light* by Angela Casey
- A convict Jacket, Waistcoat, Indoor Cap, Leg Iron and a convict-made wooden Fork. By institutional convict manufacture, an iron Lion's Head and brass Hand-bell: The National Gallery of Victoria for the exhibition *Colony: Australia 1770–1861*.

We were very excited to receive an incoming loan of a Convict Love Token by Thomas Lock

from the National Museum of Australia in Canberra. This will be displayed in the Port Arthur Gallery and complement our own love tokens currently exhibited.

## RESOURCE CENTRE

An emphasis on accessibility of our resources saw a continuation of the digitisation of all of our hard-copy maps and plans, as well as microfilm, staff newsletters and posters, and commencement of the cataloguing of our oral history collection. Furthermore, our index of the Tasmanian Papers, held at the Mitchell Library, Sydney, was taken on board by the State Library of New South Wales as a finding aid for the papers.

We would like to thank our volunteers Ken Lee, Steve Torley, Annette Evans and Chris Burbury.

## HERITAGE TRAINEESHIPS

Our partnership with the Tasmanian Building Group Apprenticeship Scheme (TasBGAS) and another host employer has been successful during the year with Nick Richards engaged as an apprentice Painter & Decorator. PAHSMA is able to provide an apprentice with exposure to best-practice heritage conservation tasks under the supervision of qualified tradespeople. This supports our focus on improving the quantity and quality of skills available to the heritage sector through work-based training and heritage skills development opportunities.

A Year 11 student from Tasman District School, will undertake a Certificate II Horticulture School-based traineeship part-time with our Gardens crew over the next two years. Another local student is undertaking a School-based traineeship, enrolled in Certificate II Construction. This is a pilot program with TasBGAS where trainees work for blocks of time rather than regular days per week. The success of our traineeship program is something we are very proud of, and recognition goes to our trades and office-based employees who provide guidance and supervision.

## RESEARCH PROGRAMS AND OTHER COLLABORATIONS

Our main focus continues to be the Australian Research Council collaborative project with the University of New England, University of Tasmania and the UK's University of Liverpool – *Landscapes of Production and Punishment: The Tasman Peninsula 1830–1877*. The project draws on a range of digital humanities and archaeological techniques to explore the physical impact of convict labour on the Tasman Peninsula, with a focus on the industrial nature of the convict experience.

It has led to multiple conference papers and publications, encompassing a series of honours and doctoral level research theses.

This year PAHSMA has proudly entered into a Memorandum of Understanding with the University of Tasmania to progress research and professional programs of mutual interest. Other university affiliations and programs during the year have included the University of Canberra and Deakin University.

Our partnerships and activities during the year have included input into the following:

- Maria Island Redevelopment Committee
- Australia ICOMOS Tasmania 2018 Symposium
- Getty Conservation Institute
- Dunhuang Academy, China
- Kingston and Arthur's Vale Historic Area, Norfolk Island (Australian Convict Sites)
- Australian Convict Sites Steering Committee
- Tasmanian World Heritage Convict Site Managers Group
- Longford Academy – APT International (Brickendon & Woolmers Estates)
- National Trust – Tasmania
- Australian Museums and Galleries Association, Tasmania
- Australian Government Department of the Environment and Energy – World Heritage Workshop
- Heritage Stoneworks (NSW Government Department of Finance, Services & Innovation)
- Destination Southern Tasmania – Castray Point Panel Discussion
- Airservices Australia – Hobart Airspace Design Review
- Tasman Council – Port Arthur Planning Review
- Local convict heritage property owners.



## INFRASTRUCTURE WORKS

With the Port Arthur Visitor Centre redevelopment completed in December 2017 some minor issues persisted throughout the defects liability period but have been worked through. Covering the new responsibilities of the Visitor Centre as part of the entire site, facilities maintenance contracts were completed to ensure ongoing compliance in fire and electrical systems, mechanical systems and lift operation.

A security review has been initiated across all three PAHSMA sites with Port Arthur being the first priority. Considerable consultation has been undertaken this year with the recommendations to be finalised in 2019-20.

The construction of a new \$110k building to garage our electric courtesy vehicles at Port Arthur was completed, and additional fire suppression capability was installed for the shed and nearby Administration building. Repairs to the Port Arthur pontoon were undertaken following damage caused by the storm event in May 2018. Other works included jetty repairs and painting at the Isle of the Dead and Point Puer jetties as well as road repairs and resurfacing at Port Arthur and Garden Point Road.

## WATER & WASTEWATER

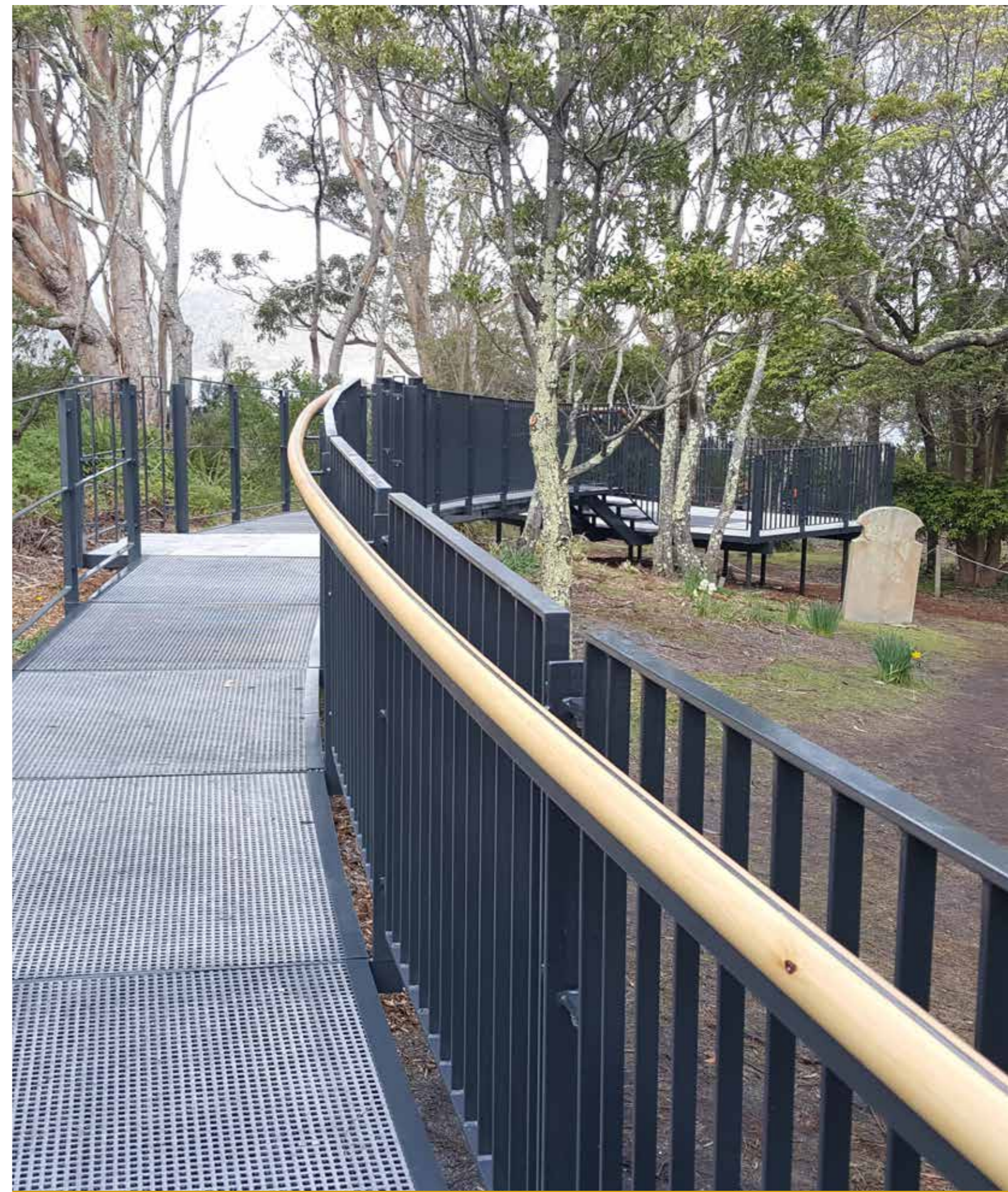
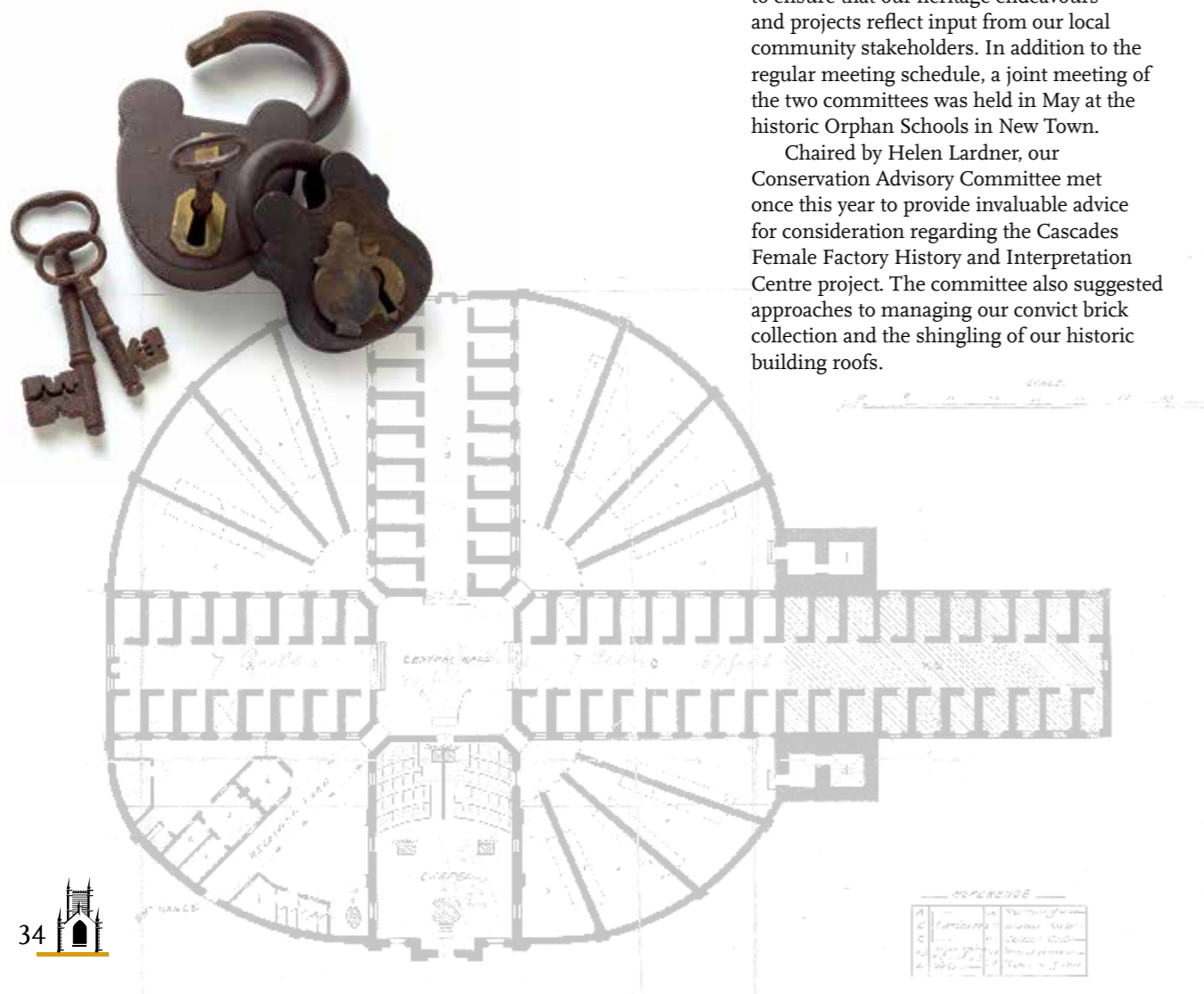
In line with our licence responsibilities an ambient environmental monitoring program for EPA Tasmania was completed in preparation for the wastewater treatment plant outfall extension.

During the year it became evident that climatic conditions were likely to compromise water supply, with the Tasman region and elsewhere experiencing a substantial decrease in rainfall that is predicted to continue into 2019-20. This is of concern in terms of not only our own capacity to meet our water needs, particularly going into the busy summer visitor season, but also for the small number of businesses and residences connected to the PAHSMA water supply. Initiatives are being progressed to mitigate this concern.

## BOARD ADVISORY COMMITTEES

We acknowledge both our Port Arthur and Cascades Female Factory Community Advisory Committee members for their continued engagement and valued advice provided to the PAHSMA Board. Respectively chaired by Barry Jennings and Dr Dianne Snowden AM, the committees continue to ensure that our heritage endeavours and projects reflect input from our local community stakeholders. In addition to the regular meeting schedule, a joint meeting of the two committees was held in May at the historic Orphan Schools in New Town.

Chaired by Helen Lardner, our Conservation Advisory Committee met once this year to provide invaluable advice for consideration regarding the Cascades Female Factory History and Interpretation Centre project. The committee also suggested approaches to managing our convict brick collection and the shingling of our historic building roofs.



# CASCADES FEMALE FACTORY HISTORIC SITE

The Cascades Female Factory Historic Site welcomed 34 803 visitors during 2018–19. This represented a decrease of 9.8% compared to the previous record-breaking year. In addition to co-ordinating a successful Open Day for the local community, tours and performances continued to be offered regularly with the Site open every day of the year.

Volunteers continue to positively contribute to the customer experience. Working alongside visitor focussed employees, volunteers are involved in all operational aspects including tour guiding, retail functions, administration and crafts. In addition to volunteers there were six permanent and three fixed term employees at the Cascades Female Factory Historic Site.

## HISTORY & INTERPRETATION CENTRE

A Project Coordination Group has progressed the design of the History and Interpretation Centre, working closely with the design team led by Tasmanian firm, Liminal Architecture who have also overseen the preparation of various sub-consultant's reports. An external consultant was appointed to prepare the Heritage Impact Assessment, which is progressing well.

A joint meeting with the various statutory authorities responsible for approving the project proved to be very useful and confirmed no serious concerns with the proposed design and construction approaches. We continue to progress the Development Application documentation and schematic design. Further stakeholder and community consultation has been scheduled for 2019–20.

## OPEN DAY

Held on Sunday 12 May 2019 the Cascades Female Factory's third annual Open Day was a success. The Open Day participants included the Female Convict Research Centre and Friends of the Orphans School, while the Spinners and Weavers provided a display of their products and gave practical

demonstrations of spinning. A book sale to raise funds for the *From the Shadows* project also proved popular as were the free children's activities. Dr Christina Henri was generous with her time, spending the day in the Matron's Cottage speaking with visitors about the *Roses from the Heart* project. A short performance from *Her Story* was very well received as the crowd followed Mary James as she was sentenced to a stint in the crime class.

## HER STORY

Now in its eighth year *Her Story*, the dramatic historical play performed daily on site, continues to captivate audiences. Part history lesson, part roaming theatre, *Her Story* is a powerful depiction of the harsh life within the Female Factory in 1833. Performed by two actors, one portraying the woman whose story is told, and the other playing the roles of an overseer and a doctor, *Her Story* helps visitors to engage with the lives of the convict women and to visualise and understand the significance of the Site and what happened here.

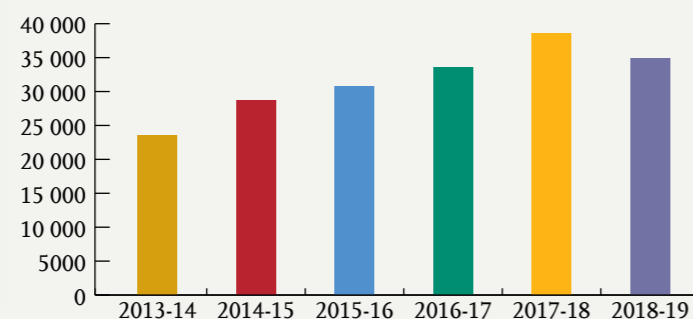
## FESTIVAL OF VOICES

In July 2018, in collaboration with the Festival of Voices, The Clementines, a popular female trio, performed a number of songs including a piece they wrote to celebrate the convict women of the Cascades Female Factory. The free on-site performance resulted in a large, appreciative audience.

## RIVULET WALL

The storms of May 2018 resulted in a significant collapse in the original walling of the rivulet, adjacent to the Site. It was evident that there was potential for convict material relating to the Female Factory to be uncovered and PAHSMA worked with the Hobart City Council to ensure that appropriate steps were taken in their reconstruction work so that all heritage material was identified and recorded.

## CASCADES FEMALE FACTORY VISITORS



From the Shadows convict woman maquette on view at the Cascades Female Factory Image: Alastair Bett



Top: Hobart Rivulet Wall Image: Greta McDonald  
Above: The Clementines Image: Alastair Bett

## FROM THE SHADOWS

PAHSMA is a founding supporter of the From the Shadows project. A not-for-profit organisation, raising funds for the installation of four statues by world-renowned sculptor, Rowan Gillespie. The statues, to be located at the Cascades Female Factory and the heritage listed Orphan Schools in New Town, will connect these significant heritage sites with the *Footsteps Towards Freedom* statues on the Hobart waterfront by the same artist. PAHSMA has invested funds and in-kind support as two female convict statues are being created for the Cascades Female Factory, to be unveiled in 2020, to assist in the telling the stories of these convict women and orphan children. PAHSMA is represented on the project team by Jennifer Fitzpatrick.

**STATEMENT OF PROFIT AND LOSS AND OTHER COMPREHENSIVE INCOME**

For the year ended 30 June 2019		2019	2018
	Notes	\$'000s	\$'000s
<i>Continuing operations</i>			
<b>REVENUE</b>			
Fees, tours and merchandise income	2(a)	17 552	16 904
Grant income	2(b)	3 827	3 850
Interest income	2(c)	86	90
Other income	2(d)	291	572
<b>TOTAL REVENUE</b>		<b>21 756</b>	<b>21 416</b>
<b>EXPENSES</b>			
Employee expenses	2(e)	(11 515)	(11 298)
Cost of goods sold		(2 878)	(2 395)
Contractors		(2 352)	(2 190)
Depreciation	4.3(b)	(1 728)	(1 142)
Interest expense		(202)	(59)
Net superannuation interest expense		(385)	(331)
Materials		(408)	(461)
Marketing		(234)	(225)
Communications		(48)	(54)
Property services		(604)	(452)
Interpretation		(74)	(64)
Information technology		(293)	(275)
Visitors information		(139)	(64)
Assets derecognised		....	....
Other operating expenses		(1 115)	(1 784)
<b>TOTAL EXPENDITURE</b>		<b>(21 975)</b>	<b>(20 794)</b>
<b>PROFIT/(LOSS) FOR THE YEAR</b>		<b>(219)</b>	<b>622</b>
<b>OTHER COMPREHENSIVE INCOME/(EXPENSE)</b>			
<b>Items that will not be reclassified subsequently to profit or loss</b>			
Net actuarial gains/(losses) of superannuation defined benefit plans	5.4(a)	(85)	(609)
Changes in asset revaluation reserve	7.1	....	1 165
<b>COMPREHENSIVE RESULT</b>		<b>(304)</b>	<b>1 178</b>

This Statement of Profit and Loss and Other Comprehensive Income should be read in conjunction with the accompanying notes.

**STATEMENT OF FINANCIAL POSITION**

For the year ended 30 June 2019		2019	2018
	Notes	\$'000s	\$'000s
<b>ASSETS</b>			
<i>Current assets</i>			
Cash and deposits	11.1	3 616	2 735
Receivables	4.1	291	236
Inventories	4.2	732	570
Prepayments, accruals and other assets		167	134
<i>Non-current assets</i>			
Property, plant and equipment and infrastructure	4.3	50 347	50 828
<b>TOTAL ASSETS</b>		<b>55 153</b>	<b>54 503</b>
<b>LIABILITIES</b>			
<i>Current liabilities</i>			
Payables		1 220	633
Provisions	5.1	2 425	2 279
Unearned revenue	5.2	74	59
Tascorp loan	5.3	3 974	...
<i>Non-current liabilities</i>			
Provisions	5.1	8 171	7 963
Tascorp loan	5.3	1 026	5 000
<b>TOTAL LIABILITIES</b>		<b>16 890</b>	<b>15 934</b>
<b>NET ASSETS</b>		<b>38 265</b>	<b>38 569</b>
<b>EQUITY</b>			
Reserves	7.1	12 412	12 412
Accumulated surpluses		25 853	26 157
<b>TOTAL EQUITY</b>		<b>38 265</b>	<b>38 569</b>

This Statement of Financial Position should be read in conjunction with the accompanying notes.

STATEMENT OF CASH FLOWS

For the year ended 30 June 2019	2019	2018
Notes	\$'000s	\$'000s
	Inflows (Outflows)	Inflows (Outflows)
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>		
Receipts from customers	17 423	17 910
Grants from Government	3 827	3 850
Interest received	88	99
GST receipts	1 218	1 262
Payments to suppliers and employees	(19 492)	(18 995)
Interest paid	(202)	(59)
GST payments	(753)	(1 785)
<b>NET CASH FROM OPERATING ACTIVITIES</b>	<b>11.2</b>	<b>2 109</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>		
Payments for property, plant and equipment and infrastructure	(602)	(342)
Payments for work in progress	(699)	(10 314)
Proceeds from the sale of assets	73	4
<b>NET CASH (USED BY) INVESTING ACTIVITIES</b>	<b>(1 228)</b>	<b>(10 652)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>		
Proceeds from Tascorp	....	5 000
<b>NET CASH (USED BY) FINANCING ACTIVITIES</b>	<b>....</b>	<b>5 000</b>
<b>NET INCREASE/(DECREASE) IN CASH HELD</b>	<b>881</b>	<b>(3 370)</b>
Cash 1 July	2 735	6 105
<b>CASH 30 JUNE</b>	<b>11.1</b>	<b>3 616</b>

This Statement of Cash Flows should be read in conjunction with the accompanying notes.

STATEMENT OF CHANGES IN EQUITY

For the year ended 30 June 2019	Reserves	Accumulated surpluses	Total equity
Notes	\$'000s	\$'000s	\$'000s
<b>BALANCE AS AT 1 JULY 2018</b>	<b>12 412</b>	<b>26 157</b>	<b>38 569</b>
Profit/(loss) for the year	...	(219)	(219)
Other comprehensive income:			
Changes in asset revaluation reserve	7.1	...	....
Net actuarial gains/(losses) of superannuation defined benefit plans	5.4(a)	...	(85)
<b>BALANCE AS AT 30 JUNE 2019</b>	<b>12 412</b>	<b>25 853</b>	<b>38 265</b>
<b>BALANCE AS AT 1 JULY 2017</b>	<b>11 247</b>	<b>26 144</b>	<b>37 391</b>
Profit/(loss) for the year	....	622	622
Other comprehensive income:			
Changes in asset revaluation reserve	7.1	1 165	....
Net actuarial gains/(losses) of superannuation defined benefit plans	5.4(a)	....	(609)
<b>BALANCE AS AT 30 JUNE 2018</b>	<b>12 412</b>	<b>26 157</b>	<b>38 569</b>

This Statement of Changes in Equity should be read in conjunction with the accompanying notes.

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## NOTE 1 SIGNIFICANT ACCOUNTING POLICIES

### 1.1 OBJECTIVES AND FUNCTION

The Port Arthur Historic Site Management Authority (the Authority) is a Government Business Enterprise, established in 1987, in accordance with the *Port Arthur Historic Site Management Act 1987* and is domiciled in Tasmania, Australia. The Authority's registered office and principal place of business is 6973 Port Arthur Highway, Port Arthur TAS 7182. The Authority's main objectives are to:

- ensure the preservation and maintenance of the historic site as an example of a major convict settlement and penal institution of the 19th Century;
- use its best endeavours to secure financial assistance by way of grants, sponsorship and other means;
- provide adequate facilities for the use of visitors;
- co-ordinate archaeological activities on the site;
- promote an understanding of the historical and archaeological importance of the site; and
- promote the site as a tourist destination.

The financial report was authorised for issue by the directors on 26 September 2019.

### 1.2 BASIS OF ACCOUNTING

The Financial Statements are a general purpose financial report and have been prepared in accordance with:

- The *Government Business Enterprises Act 1995* and related Treasurer's Instructions; and
- Australian Accounting Standards and Interpretations issued by the Australian Accounting Standards Board.

The Financial Statements have been prepared on an accrual basis and, except where stated, are in accordance with the historical cost convention. The accounting policies are generally consistent with the previous year except for those changes outlined in Note 1.4.

The Financial Statements are compliant with Australian Accounting Standards including the Australian equivalents to International Financial Reporting Standards (AIFRS). In complying with AIFRS the Authority is ensuring that the Financial Statements and accompanying notes are also compliant with International Financial Reporting Standards (IFRS).

The Financial Statements have been prepared on the basis that the Authority is a going concern.

### 1.3 FUNCTIONAL AND PRESENTATION CURRENCY

These Financial Statements are presented in Australian dollars, which is the Authority's functional currency.

### 1.4 CHANGES IN ACCOUNTING POLICIES

#### Adoption of new and amended Accounting Standards

In the current year, the Authority has adopted all of the new and revised Standards and Interpretations issued by the Australian Accounting Standards Board (AASB) that are relevant to its operations and effective for the current annual reporting period. These include:

#### AASB 9 Financial Instruments and 2014-7 Amendments to Australian Accounting Standards arising from AASB 9 (December 2014) (effective from 1 January 2018)

The main impacts of these standards on the Authority are that they will change the requirements for the classification, measurement, impairment and disclosures associated with the Authority's financial assets. AASB 9 will introduce different criteria for whether financial assets can be measured at amortised cost or fair value. The amortised cost model is available for debt assets meeting both business model and cash flow characteristics tests. Amortised cost is to be used for assets with contractual terms giving rise to principal and interest payments.

Fair value is to be used for all other financial assets. Gains or losses on financial assets at fair value are to be recognised in profit and loss unless the asset is part of a hedging relationship or an irrevocable election has been made to present in other comprehensive income changes in the fair value of an equity instrument not held for trading.

The standard affects calculating impairment losses for the Authority's receivables. As there hasn't been a substantial change in the nature of receivables, they don't include a significant financing component, impairment losses will be determined according to the amount of lifetime expected credit losses. On adoption of AASB 9, the Authority has determined the expected credit losses for its receivables by comparing the credit risk at that time to the credit risk that

existed when those receivables were initially recognised and also factor in any future changes or events.

There will be no impact on the Authority's accounting for financial liabilities, as the new requirements only affect the accounting for financial liabilities that are designated at fair value through profit or loss and the Authority does not have any such liabilities. The derecognition rules have been transferred from AASB 139 Financial Instruments: Recognition and Measurement and have not been changed.

#### AASB 15 Revenue from Contracts with Customers (effective from 1 January 2018)

The objective of this Standard is to establish the principles that an entity shall apply to report useful information to users of financial statements about the nature, amount, timing, and uncertainty of revenue and cash flows arising from a contract with a customer. The Authority has analysed the new revenue recognition requirements under these standards and advise there are no significant impacts. Potential future impacts identifiable at the date of this report include:

- Grants presently recognised as revenue progressively as the associated performance obligations are satisfied, but only if the associated performance obligations are enforceable and sufficiently specific.
- Grants that are not enforceable and/or not sufficiently specific will not qualify for deferral, and continue to be recognised as revenue as soon as they are controlled. The Authority receives several grants for which there are no sufficiently specific performance obligations. These grants are expected to continue being recognised as revenue upfront assuming no change to the current grant arrangements.
- Depending on the respective contractual terms, the new requirements of AASB 15 may potentially result in a change to the timing of revenue from sales of goods and services such that some revenue may need to be deferred to a later reporting period to the extent that the Authority has received cash, but has not met its associated performance obligations (such amounts would be reported as a liability in the meantime). The Authority has analysed existing arrangements for sale of its goods and services and there hasn't been any material impact.

### Pending Accounting Standards

Certain new accounting standards and interpretations have been published that are not mandatory for 30 June 2019 reporting periods. The Authority's assessment of the impact of the relevant new standards and interpretations is set out below.

#### AASB 16 Leases (effective from 1 January 2019)

AASB 16 introduces a single lessee accounting model and requires a lessee to recognise assets and liabilities for all leases with a term of more than 12 months, unless the underlying asset is of low value. A lessee is required to recognise a right-of-use asset representing its right to use the underlying leased asset and a lease liability representing its obligations to make lease payments.

AASB 16 will result in the Authority's operating leases being brought onto the statement of financial position. The calculation of the lease liability will take into account appropriate discount rates, assumptions about the lease term, and increases in lease payments. A corresponding right to use assets will be recognised, which will be amortised over the term of the lease. Lessor accounting under AASB 16 remains largely unchanged. For finance leases, the lessor recognises a receivable equal to the net investment in the lease. Lease receipts from operating leases are recognised as income either on a straight-line basis or another systematic basis where appropriate.

## NOTE 2 REVENUE AND EXPENSES

### INCOME FROM TRANSACTIONS

Income is recognised in the Statement of Profit and Loss and Other Comprehensive Income when an increase in future economic benefits related to an increase in an asset or a decrease of a liability has arisen that can be measured reliably.

	2019	2018
	\$'000s	\$'000s
<b>(a) Fees, Tours and Merchandise Income</b>		
Entrance fees and tour income	11 368	11 670
Ghost tours	735	696
Food and merchandising sales	5 010	4 100
Cascades Female Factory tours and commercial operations	431	438
Education and training programs	9	....
	17 552	16 904

### TOURISM REVENUE

Amounts earned in exchange for the provision of goods (such as food at the cafes and restaurant or products available through the gift shop) are recognised at the time of sale. Revenue from the provision of services (entrance and tour fees) is recognised when the service in respect to the fee is provided.

	2019	2018
	\$'000s	\$'000s
<b>(b) Grant Income</b>		
State grant – Cascades Female Factory	389	416
Australian Government grant – Port Arthur	42	74
State grant – Port Arthur	3 396	3 360
	3 827	3 850

### GRANTS

Government Grants are recognised as revenue when there is reasonable assurance that the Authority is able to meet the qualifying conditions.

The State Government provided monetary grant funding of \$3,395,689 to the Authority during 2018–19 and \$3,359,613 during 2017–18 for conservation purposes across the Port Arthur and Coal Mines Historic Sites. The State Government provided the following grants for the Port Arthur Historic Site which were acquitted 2018–19 in accordance with

the Port Arthur Historic Site Management Act 1987 and the Authority's Statutory Management Plan 2008.

- Conservation Funding \$3,395,689

The State Government provided monetary grant funding of \$389,311 to the Authority during 2018–19 and \$415,500 for 2017–18 in support of operations at the Cascades Female Factory Historic Site.

The State Government provided the following grants for the Cascades Female Factory Historic Site which were acquitted

2017–18 in accordance with the Port Arthur Historic Site Management Act 1987 and the Authority's Statutory Management Plan 2008.

- Operational funding \$389,311

	2019	2018
	\$'000s	\$'000s
<b>(c) Interest Income</b>		
Interest	86	90

### INTEREST

Interest on funds invested is recognised as it accrues using the effective interest rate method.

	2019	2018
	\$'000s	\$'000s
<b>(d) Other Income</b>		
Rent, service and licence fees	272	304
Gain on sale of assets	19	174
Fair Value Gain on Asset Revaluation	...	(1)
Other	...	95
	291	572

### OTHER INCOME

Revenue from rent and service fees is recognised on a straight line basis over the term of the relevant agreement.

### EXPENSES FROM TRANSACTIONS

Expenses are recognised in the Statement of Profit and Loss and Other Comprehensive Income when a decrease in future economic benefits related to a decrease in asset or an increase of a liability has arisen that can be measured reliably.

	2019	2018
	\$'000s	\$'000s
<b>(e) Employee Expenses</b>		
Employee expenses	10 802	10 592
Payroll tax	542	589
Worker's compensation	171	117
	11 515	11 298

### EMPLOYEE BENEFITS

Employee benefits include, where applicable, entitlements to wages and salaries, annual leave, sick leave, long service leave, superannuation and any other post-employment benefits.

### NOTE 3 SEGMENT INFORMATION

	Port Arthur Historic Site	Cascades Female Factory Historic Site	Total
	Conservation	Tourism	
	\$'000s	\$'000s	\$'000s
<b>REVENUE</b>			
Grant	3 396	42	3 827
Sales	....	17 121	17 552
Interest revenue	....	86	86
Other income	40	243	291
	3 436	17 492	21 756
Conservation expenses	3 922	....	3 938
Infrastructure expenses	....	408	1 019
Interest expense	....	202	202
Depreciation	706	1 004	1 728
Operating expenses	....	15 309	15 173
	4 628	16 924	22 062
<b>RESULT 30 JUNE 2019</b>	<b>(1 192)</b>	<b>567</b>	<b>(304)</b>
<b>NET ASSETS</b>			
<b>TOTAL ASSETS DEPLOYED</b>	<b>27 821</b>	<b>25 157</b>	<b>55 154</b>
<b>TOTAL LIABILITIES INCURRED</b>	<b>(5 823)</b>	<b>(10 623)</b>	<b>(16 889)</b>
<b>NET ASSETS DEPLOYED</b>	<b>21 998</b>	<b>14 534</b>	<b>38 265</b>

	Port Arthur Historic Site	Cascades Female Factory Historic Site	Total
	Conservation	Tourism	
	\$'000s	\$'000s	\$'000s
<b>REVENUE</b>			
Grant	3 400	34	3 850
Sales	....	16 466	16 904
Interest revenue	45	45	90
Other income	314	245	572
	3 759	16 790	21 416
Conservation expenses	2 788	....	2 915
Infrastructure expenses	....	461	647
Interest expense	30	29	59
Depreciation	720	404	1 142
Operating expenses	....	15 220	16 031
	3 538	16 114	20 794
<b>RESULT 30 JUNE 2019</b>	<b>222</b>	<b>676</b>	<b>622</b>
<b>NET ASSETS</b>			
<b>TOTAL ASSETS DEPLOYED</b>	<b>27 224</b>	<b>25 091</b>	<b>54 503</b>
<b>TOTAL LIABILITIES INCURRED</b>	<b>(6 226)</b>	<b>(9 323)</b>	<b>(15 934)</b>
<b>NET ASSETS DEPLOYED</b>	<b>20 998</b>	<b>15 768</b>	<b>38 569</b>

The Authority derived income from:

(i) Tourism:

- Entrance fees and Ghost tours at the Port Arthur Historic Site
- Entrance fees and tours at the Cascades Female Factory Historic Site
- Food and merchandise sales
- Rentals, services and licence fees

(ii) Conservation:

- Grant funding from the State and Commonwealth Government for the continual conservation of the Sites
  - Publication and research fees
  - Donations
- Geographical Information – the Authority operates solely within Australia.

## NOTE 4 ASSETS

### 4.1 RECEIVABLES

	2019	2018
	\$'000s	\$'000s
Receivables	137	146
Less provision for impairment	....	....
Other receivables	117	65
Insurance claim – worker's compensation	37	25
<b>TOTAL</b>	<b>291</b>	<b>236</b>

Receivables are recognised at amortised cost, less any impairment losses.

### 4.2 INVENTORIES

	2019	2018
	\$'000s	\$'000s
Port Arthur gift shop stock	584	422
Food and beverage stock	104	111
Cascades Female Factory gift shop stock	32	28
Brooke Street stock	1	2
Fuel stock	11	7
<b>TOTAL</b>	<b>732</b>	<b>570</b>

Inventories are measured using the lower of cost or net realisable value.

### 4.3 PROPERTY, PLANT AND EQUIPMENT AND INFRASTRUCTURE

#### a) Carrying amount

- The New Visitor Centre Building has been recorded at fair value.
- PAHSMA elected to not undertake an asset revaluation or apply indexation in 2018–19. It is expected that PAHSMA will undertake an independent revaluation of Buildings during the 2019–20 financial year.

	2019	2018
	\$'000s	\$'000s
<b>LAND</b>		
At fair value	8 173	8 173
<b>TOTAL</b>	<b>8 173</b>	<b>8 173</b>
<b>BUILDINGS</b>		
At fair value	15 073	14 961
Less: Accumulated depreciation	(505)	(121)
<b>TOTAL</b>	<b>14 568</b>	<b>14 840</b>
<b>HERITAGE</b>		
Buildings	10 484	10 484
Artefacts and exhibition equipment	3 736	3 736
<b>TOTAL</b>	<b>14 220</b>	<b>14 220</b>
<b>PLANT, EQUIPMENT AND VEHICLES</b>		
At cost	4 380	4 811
Less: Accumulated depreciation	(1 764)	(1 876)
<b>TOTAL</b>	<b>2 616</b>	<b>2 935</b>
<b>INFRASTRUCTURE</b>		
At fair value	18 786	18 776
Less: Accumulated depreciation	(9 092)	( 8 493)
<b>TOTAL</b>	<b>9 694</b>	<b>10 283</b>
<b>CAPITAL WORKS IN PROGRESS</b>	<b>1 076</b>	<b>377</b>
<b>TOTAL PROPERTY, PLANT, EQUIPMENT AND INFRASTRUCTURE</b>	<b>50 347</b>	<b>50 828</b>

## NOTE 4 ASSETS CONTINUED

### b) Reconciliation of movements

Reconciliations of the carrying amounts of each class of property, plant and equipment at the beginning and end of the current and previous financial year are set out below. Carrying value means the net amount after deducting accumulated depreciation.

2019	Land	Buildings	Heritage Assets	Plant, Equipment and Vehicles	Infra-structure	Capital Works in Progress	Total
	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>CARRYING VALUE AT 1 JULY</b>	<b>8 173</b>	<b>14 840</b>	<b>14 220</b>	<b>2 935</b>	<b>10 283</b>	<b>377</b>	<b>50 828</b>
Additions	....	....	....	357	10	935	1 302
Disposals	....	....	....	(57)	....	....	(57)
Transfers	....	112	....	124	....	(235)	....
Asset derecognition	....	....	....	....	....	....	....
Newly identified assets	....	....	....	....	....	....	....
Revaluation increments (decrements)	....	....	....	....	....	....	....
Depreciation	....	(384)	....	(742)	(599)	....	(1 728)
<b>CARRYING VALUE AT 30 JUNE</b>	<b>8 173</b>	<b>14 568</b>	<b>14 220</b>	<b>2 616</b>	<b>9 694</b>	<b>1 076</b>	<b>50 347</b>

2018	Land	Buildings	Heritage Assets	Plant, Equipment and Vehicles	Infra-structure	Capital Works in Progress	Total
	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>CARRYING VALUE AT 1 JULY</b>	<b>7 430</b>	<b>4 283</b>	<b>14 220</b>	<b>1 041</b>	<b>9 552</b>	<b>4 001</b>	<b>40 527</b>
Additions	....	....	....	340	11	10 312	10 663
Disposals	....	....	....	(504)	(185)	....	(688)
Transfers	....	10 464	....	2 105	1 367	(13 936)	....
Asset derecognition	....	....	....	....	....	....	....
Newly identified assets	....	....	....	....	....	....	....
Revaluation increments (decrements)	743	208	....	....	517	....	1 468
Depreciation	....	(115)	....	(48)	(979)	....	(1 142)
<b>CARRYING VALUE AT 30 JUNE</b>	<b>8 173</b>	<b>14 840</b>	<b>14 220</b>	<b>2 935</b>	<b>10 283</b>	<b>377</b>	<b>50 828</b>

### c) Fair value measurement hierarchy for assets as at 30 June 2019

#### Fair Value Hierarchy

AASB 13 Fair Value Measurement requires all assets and liabilities measured at fair value to be assigned to a level in the fair value hierarchy as follows:

- Level 1 Unadjusted quoted prices in active markets for identical assets or liabilities that the entity can access at the measurement date.
- Level 2 Inputs other than quoted prices included within Level 1 that are observable for the asset or liability, either directly or indirectly.
- Level 3 Unobservable inputs for the asset or liability.

The table below shows the assigned level for each asset held at fair value by the Authority. The table presents the Authority's assets measured and recognised at fair value at 30 June 2019.

The fair values of the assets are determined using valuation techniques which maximise the use of observable data, where it is available, and minimise the use of entity specific estimates. If one or more of the significant inputs is not based on observable market data, the asset is included in level 3. This is the case for the Authority's infrastructure and heritage assets, which are of a specialist nature for which there is no active market for similar or identical assets. These assets are valued using a combination of observable and unobservable inputs.

2019	Carrying amount as at 30 June 2019	Fair value measurement at end of reporting period using:	
		Level 2	Level 3
	\$'000s	\$'000s	\$'000s
<b>Land at fair value</b>	<b>8 173</b>	<b>8 173</b>	<b>....</b>
<b>Buildings at fair value</b>	<b>14 568</b>	<b>4 497</b>	<b>10 464</b>
<b>Infrastructure at fair value</b>	<b>9 693</b>	<b>....</b>	<b>9 693</b>
<b>Heritage Assets</b>			
Buildings	10 484	....	10 484
Artefacts and exhibition equipment	3 736	....	3 736
<b>Total Heritage Assets</b>	<b>14 220</b>	<b>....</b>	<b>14 220</b>

2018	Carrying amount as at 30 June 2018	Fair value measurement at end of reporting period using:	
		Level 2	Level 3
	\$'000s	\$'000s	\$'000s
<b>Land at fair value</b>	<b>8 173</b>	<b>8 173</b>	<b>....</b>
<b>Buildings at fair value</b>	<b>14 961</b>	<b>4 497</b>	<b>10 464</b>
<b>Infrastructure at fair value</b>	<b>10 283</b>	<b>....</b>	<b>10 283</b>
<b>Heritage Assets</b>			
Buildings	10 484	....	10 484
Artefacts and exhibition equipment	3 736	....	3 736
<b>Total Heritage Assets</b>	<b>14 220</b>	<b>....</b>	<b>14 220</b>

NOTE 4 ASSETS CONTINUED

d) Description of significant unobservable inputs to Level 3 valuations

	Valuation technique	Significant unobservable inputs	Range (weighted average)	Sensitivity of fair value measurement to changes in significant unobservable inputs
HERITAGE ASSETS				
Buildings	Replication cost	Direct cost per square metre	\$100–\$2,750/m <sup>2</sup> (\$1700)	A significant increase or decrease in direct cost per square metre adjustment would result in a significantly higher or lower fair value
Artefacts and exhibition equipment	Market Value	Cost per item	N/A	N/A
INFRASTRUCTURE				
Infrastructure	Depreciated replacement Cost	Cost per unit	\$5,000–\$8,000 per unit (\$7,000 per unit)	A significant increase or decrease in cost per unit would result in a significantly higher or lower fair value
		Useful life of plant and equipment	1–20 years (20 years)	Tasmanian construction indexes have remained stable over the last 12 months. Design and useful lives are reviewed regularly but generally remain unchanged. As a result it is unlikely that significant variations in values will arise in the short term.
Roads and infrastructure earthworks	Depreciated replacement Cost	Cost per metre	\$100–\$250 per metre (\$175 per metre)	A significant increase or decrease in cost per unit would result in a significantly higher or lower fair value
		Useful life of plant and equipment	10–40 years (30 years)	Tasmanian construction indexes have remained stable over the last 12 months. Design and useful lives are reviewed regularly but generally remain unchanged. As a result it is unlikely that significant variations in values will arise in the short term.

e) Depreciation

All applicable non-financial assets having a limited useful life are systematically depreciated over their useful lives in a manner which reflects the consumption of their service potential. Land and Heritage Assets are not depreciated.

Depreciation is provided for on a straight line, using rates which are reviewed annually. Major depreciation periods are:

Land	Nil
Buildings – Non Specialised	10–40 years
Heritage assets	Nil
Exhibitions	5 years
Plant and equipment	1–20 years
Infrastructure assets	
Roads, footpaths and bridges	50–100 years
Lighting and communication	20–70 years
Grounds and gardens	7–40 years
Drainage	70–85 years

Property, plant, equipment and infrastructure

(i) Valuation basis

The new visitor Centre has been recorded at fair value.

Land, buildings, infrastructure and other longlived assets are recorded at fair value. All other non-current physical assets are recorded at historic cost less accumulated depreciation and accumulated impairment losses. Heritage buildings are valued at replication cost. Artefacts and exhibition equipment are valued at reproduction cost.

Heritage Asset Valuation assessment has been split into two stages. The first centered on those items from the Props Collection which were on public display in the open houses, museum and interpretation gallery as well as those items from the Props and Port Arthur Collection purchased during the past five years. The first assessment was completed by 30 June 2016 and reflected in the 2015-16 accounts. The second assessment was completed by the 30 June 2017.

The assessment of the fair value of those Heritage items from these collections which met the asset threshold definition as defined by the PAHSMA Board was undertaken in accordance with Australian accounting standards AASB116 and AASB13. The valuation assessment involved the physical assessment of each item from the collection on display as well as the two items in the Props and Port Arthur Collections purchased during the past five years.

Cost includes expenditure that is directly attributable to the acquisition of the asset. The costs of selfconstructed assets includes the cost of materials and direct labour, any other costs directly attributable to bringing the asset to a working condition for its intended use, and the costs of dismantling and removing the items and restoring the site on which they are located. Purchased software that is integral to the functionality of the related equipment is capitalised as part of that equipment.

When parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

(ii) Subsequent costs

The cost of replacing part of an item of property, plant and equipment and infrastructure is recognised in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Authority and its costs can be measured reliably. The carrying amount of the replaced part is derecognised. The costs of daytoday servicing of property, plant and equipment are recognised in profit or loss as incurred.

(iii) Asset recognition threshold

The asset capitalisation threshold adopted by the Authority is \$1,000. Assets valued at less than \$1,000 are charged to the Statement of Profit and Loss and Other Comprehensive Income in the year of purchase (other than where they form part of a group of similar items which are material in total).

(iv) Asset revaluation

The Authority undertakes a detailed review of all building and infrastructure assets every three years as part of a revaluation and between these years applies indexation to the values if appropriate.

Assets are grouped on the basis of having a similar nature or function in the operations of the Authority.

The Authority's assets are re-valued with sufficient regularity to ensure they reflect fair value at balance date.

(v) Asset impairment

Assets that have an indefinite useful life are not depreciated but are tested annually for impairment. Assets that are subject to depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

## NOTE 5 LIABILITIES

Liabilities are recognised in the Statement of Financial Position when it is probable that an outflow of resources embodying economic benefits will result from the settlement of a present obligation and the amount at which the settlement will take place can be measured reliably.

### Payables

Payables, including goods received and services incurred but not yet invoiced, are recognised at amortised cost, which due to the short settlement period, equates to face value, when the Authority becomes obliged to make future payments as a result of a purchase of assets or services.

### 5.1 PROVISIONS

	2019	2018
	\$'000s	\$'000s
Accrued wages and salaries	202	164
Annual leave	770	759
Long service leave	1 066	1 110
On-costs for leave	137	142
Superannuation	8 420	8 067
<b>TOTAL</b>	<b>10 596</b>	<b>10 242</b>
Current	2 425	2 279
Non-current	8 171	7 963
<b>TOTAL</b>	<b>10 596</b>	<b>10 242</b>

### Employee Benefits

Liabilities for wages and salaries and annual leave are recognised when an employee becomes entitled to receive a benefit. Those liabilities expected to be realised within 12 months are measured as the amount expected to be paid. Other employee entitlements are measured as the present value of the benefit at 30 June, where the impact of discounting is material, and at the amount expected to be paid if discounting is not material.

A liability for long service leave is recognised, and is measured as the present value of expected future payments to be made in respect of services provided by employees up to the reporting date.

### 5.2 UNEARNED REVENUE

Government Grants are recognised as revenue when there is reasonable assurance that the Authority is able to meet the qualifying conditions.

	2019	2018
	\$'000s	\$'000s
Commercial grant unearned income	...	....
Credit card control account	23	25
Gift voucher clearing	...	7
Prepaid ticket sales	51	27
<b>TOTAL</b>	<b>74</b>	<b>59</b>

### 5.3 TASCORP LOAN

	2019	2018
	\$'000s	\$'000s
Current liability – Tascorp loan	3 974	....
Non-current liability – Tascorp loan	1 026	5 000
<b>TOTAL</b>	<b>5 000</b>	<b>5 000</b>

#### 5.4 SUPERANNUATION

**a) Movement in Net Defined Benefit Liability/Asset**

The following table shows how the Statement of Financial Position item relating to superannuation under AASB 119 has changed over the last two years:

Financial year ending	30 Jun 19	30 Jun 18
	\$'000	\$'000
Net defined benefit liability/(asset) at start of year	8 067	7 441
(+) Defined benefit cost recognised in profit and loss	450	432
(+) Defined benefit cost (remeasurements) recognised in OCI	85	609
(-) Employer Contributions	(182)	(415)
Net defined benefit liability/ (asset) at end of year	8 420	8 067

**b) Estimate of Defined Benefit Cost for year ending 30 June 2020**

The estimate of Port Arthur's defined benefit cost for the year ended 30 June 2020 is summarised below:

Financial year ending	30 Jun 20
	\$'000
Current Service Cost	133
Net Interest	264
Past service cost/curtailments	^
Gain/loss on settlements	^
Estimated defined benefit cost	397

^ not known until end of year

The defined benefit cost recognised in profit and loss will be affected by any past service costs, curtailments or settlements that occur during the year.

**c) Estimate of Net Defined Benefit Liability/ Asset for year ending 30 June 2019**

An estimate of the net defined benefit liability that will need to be included in Port Arthur's Statement of Financial Position at 30 June 2019 is shown below. It has been calculated assuming that actual experience matches the assumptions made.

Financial year ending	30 Jun 20
	\$'000
Net defined benefit liability/ (asset) at start of year	8 420
(+) Estimated defined benefit cost recognised in profit and loss	397
(+) Estimated defined benefit cost (remeasurements) recognised in OCI	...
(-) Estimated employer contributions	(503)
Estimated net defined benefit liability/(asset) at end of year	8 314

**d) Nature of the benefits provided by the Scheme – Defined Contribution Plans**

Members of the Contributory Scheme receive lump sum benefits on resignation and lump sum or pension benefits on retirement, death or invalidity. The Contributory Scheme is closed to new members.

for, and oversees the administration of, the Scheme. The day to day running of the Scheme is managed by the Office of the Superannuation Commission, within the Department of Treasury and Finance.

**e) Description of the regulatory framework**

The Scheme operates under the Public Sector Superannuation Reform Act 2016 and the Public Sector Superannuation Reform Regulations 2017.

Although the scheme is not formally subject to the Superannuation Industry (Supervision) (SIS) legislation, the Tasmanian Government has undertaken (in a Heads of Government Agreement) to operate the scheme in accordance with the spirit of the SIS legislation.

As an exempt public sector superannuation scheme (as defined in the SIS legislation), the scheme is not subject to any minimum funding requirements.

RBF is a complying superannuation fund within the provisions of the Income Tax Assessment Act 1997 such that the fund's taxable income is taxed at a concessional rate of 15%. However RBF is also a public sector superannuation scheme which means that employer contributions may not be subject to the 15% tax (if the Tasmanian Government and RBF elect) up to the amount of "untaxed" benefits paid to members in the year.

**f) Description of other entities' responsibilities for the governance of the Scheme**

The Superannuation Commission (the Commission) has fiduciary responsibility

**g) Description of risks**

There are a number of risks to which the Scheme exposes Port Arthur. The more significant risks relating to the defined benefits are:

- Investment risk – The risk that investment returns will be lower than assumed and employers will need to increase contributions to offset this shortfall over the long term.
- Salary growth risk – The risk that wages or salaries (on which future benefit amounts will be based) will rise more rapidly than assumed, increasing defined benefit amounts and the associated employer contributions over the long term.
- Inflation risk – The risk that inflation is higher than anticipated, increasing pension payments and the associated employer contributions over the long term.
- Benefit options risk – The risk is that a greater proportion of members who joined prior to 1 July 1994 will elect the pension option, which is generally more costly than the alternative lump sum option.
- Pensioner mortality risk – The risk is that pensioner mortality will be lighter than expected, resulting in pensions being paid for a longer period.
- Legislative risk – The risk is that legislative changes could be made which increase the cost of providing the defined benefits.

## NOTE 5 LIABILITIES CONTINUED

### h) Description of Significant Events

There were no Scheme amendments affecting the defined benefits payable, curtailments or settlements during the year.

### i) Reconciliation of the Net Defined Benefit Liability/(Asset)

As at	2019	2018
	\$'000	\$'000
Defined benefit obligation	9 730	9 456
(-) Fair value of plan assets	(1 310)	(1 389)
Deficit/ (surplus)	8 420	8 067
(+) Adjustment for effect of asset ceiling	....	....
<b>NET DEFINED BENEFIT LIABILITY/ (ASSET)</b>	<b>8 420</b>	<b>8 067</b>
Current net liability	503	622
Non-current net liability	7 917	7 445

### j) Reconciliation of the Fair Value of Scheme Assets

Financial Year Ending	2019	2018
	\$'000	\$'000
<b>FAIR VALUE OF PLAN ASSETS AT BEGINNING OF THE YEAR</b>	<b>1 389</b>	<b>1 293</b>
(+) Interest income	59	55
(+) Actual return on plan assets less interest income	(163)	105
(+) Employer contributions	182	415
(+) Contributions by plan participants	48	51
(-) Benefits paid	(204)	(530)
(-) Taxes, premiums & expenses paid	1	....
<b>Fair value of plan assets at end of the year</b>	<b>1 310</b>	<b>1 389</b>

### k) Reconciliation of the Defined Benefit Obligation

Financial Year Ending	2019	2018
	\$'000	\$'000
<b>PRESENT VALUE OF DEFINED BENEFIT OBLIGATIONS AT BEGINNING OF THE YEAR</b>	<b>9 456</b>	<b>8 734</b>
(+) Current service cost	117	119
(+) Interest cost	392	368
(+) Contributions by plan participants	48	51
(+) Actuarial (gains)/ losses arising from changes in demographic assumptions	....	....
(+) Actuarial (gains)/ losses arising from changes in financial assumptions	969	44
(+) Actuarial (gains)/ losses arising from liability experience	(1 047)	670
(-) Benefits paid	204	(530)
(-) Taxes, premium & expenses paid	1	....
<b>PRESENT VALUE OF DEFINED BENEFIT OBLIGATIONS AT END OF THE YEAR</b>	<b>9 730</b>	<b>9 456</b>

### l) Reconciliation of the Effect of the Asset Ceiling

The asset ceiling has no impact on the net defined benefit liability/(asset).

## NOTE 5 LIABILITIES CONTINUED

### m) Fair Value of Scheme Assets

^Estimated based on assets allocated to Port Arthur as at 30 June 2019 and asset allocation of the RBF Scheme as at 30 June 2019.

	Total	Level 1 Quoted Prices in active markets for identical assets	Level 2 Significant observable inputs	Level 3 Unobservable inputs
As at 30 June 2019^				
	\$'000	\$'000	\$'000	\$'000
<b>ASSET CATEGORY</b>				
Cash deposits	58	20	38	....
Equity securities	483	423	60	....
Infrastructure	178	55	123	....
Diversified fixed interest	292	....	292	....
Direct property	206	....	206	....
Alternative investment	93	....	93	....
<b>TOTAL</b>	<b>1 310</b>	<b>498</b>	<b>812</b>	<b>....</b>

### n) Fair value of Entities Own Financial Instruments

The fair value of Scheme assets includes no amounts relating to:

- any of Port Arthur's own financial instruments
- any property occupied by, or other assets used by Port Arthur.

Assets are not held separately for each reporting entity but are held for the Fund as a whole. The fair value of Scheme assets for each reporting entity was estimated by allocating the total Fund assets in proportion to the value of each reporting entity's funded liabilities, calculated using the assumptions outlined in this report, with the exception of the discount rate. For the purposes of allocating assets to each reporting entity, we have used the Government Bond yield of 3.00%, in order to be consistent with the allocation of assets reported to the Department of Treasury and Finance.

### o) Significant Actuarial Assumptions at the Reporting Date

Financial year ending	30 Jun 19	30 Jun 18
<b>ASSUMPTIONS TO DETERMINE DEFINED BENEFITS COST</b>		
Discount rate (active members)	4.30% pa	4.35% pa
Discount rate (pensioners)	4.30% pa	4.35% pa
Expected rate of increase of compulsory preserved amounts	3.00% pa	3.00% pa
Expected salary increase rate	3.00% pa	3.00% pa
Expected pension increase rate	2.50% pa	2.50% pa

Financial year ending	30 Jun 19	30 Jun 18
<b>ASSUMPTIONS TO DETERMINE DEFINED BENEFIT OBLIGATION</b>		
Discount rate (active members)	3.25% pa	4.30% pa
Discount rate (pensioners)	3.25% pa	4.30% pa
Expected rate of increase of compulsory preserved amounts	3.00% pa	3.00% pa
Expected salary increase rate	3.00% pa	3.00% pa
Expected pension increase rate	2.50% pa	2.50% pa

### p) Sensitivity Analysis

The defined benefit obligation as at 30 June 2019 under several scenarios is presented below.

Scenario A and B relate to discount rate sensitivity. Scenario C and D relate to expected pension increase rate sensitivity.

	Base Case	Scenario A	Scenario B	Scenario C	Scenario D
		-1% pa discount rate	+1% pa discount rate	-1% pa pension increase rate	+1% pa pension increase rate
Discount rate	3.25% pa	2.25% pa	4.25% pa	3.25% pa	3.25% pa
Pension increase	2.50% pa	2.50% pa	2.50% pa	1.50% pa	3.50% pa
Defined benefit obligation (A\$'000)	9 730	10 862	8 803	9 036	10 575

The defined benefit obligation has been recalculated by changing the assumptions as outlined above, whilst retaining all other assumptions.

## NOTE 5 LIABILITIES CONTINUED

### q) Asset–Liability Matching Strategies

We are not aware of any asset and liability matching strategies adopted by the Fund.

### r) Funding Arrangements

The employer contributes a percentage of each lump sum or pension benefit payment. This percentage may be amended by the Minister on the advice of the Actuary.

### s) Expected Contributions

Financial Year Ending 30 Jun 20

	\$'000
Expected employer contributions	503

### t) Maturity Profile of Defined Benefit Obligation

The weighted average duration of the defined benefit obligation for Port Arthur is 10.8 years.

## NOTE 6 COMMITMENTS AND CONTINGENCIES

### 6.1 CONTINGENT ASSETS AND LIABILITIES

Contingent assets and contingent liabilities are not recognised in the Statement of Financial Position, but are disclosed by way of a note and, if quantifiable, are measured at nominal value. Contingent assets and liabilities are presented inclusive of GST receivable or payable respectively.

	2019	2018
	\$'000	\$'000
Visitor Centre Redevelopment Commitment	266	....

## NOTE 7 RESERVES

### 7.1 ASSET REVALUATION RESERVE

2019	Land	Buildings	Infra-structure	Heritage Assets	Total
	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>ASSET REVALUATION RESERVE</b>					
Balance at the beginning of financial year	3 293	3 520	4 626	973	12 412
Revaluation increments/ (decrements)	....	....	....	....	....
<b>BALANCE AT END OF FINANCIAL YEAR</b>	<b>3 293</b>	<b>3 520</b>	<b>4 626</b>	<b>973</b>	<b>12 412</b>
<b>2018</b>					
	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
<b>ASSET REVALUATION RESERVE</b>					
Balance at the beginning of financial year	2 550	3 312	4 412	973	11 247
Revaluation increments/ (decrements)	743	208	214	....	1 165
<b>BALANCE AT END OF FINANCIAL YEAR</b>	<b>3 293</b>	<b>3 520</b>	<b>4 626</b>	<b>973</b>	<b>12 412</b>

## NOTE 8 AUDITOR'S REMUNERATION

	2019	2018
	\$'000s	\$'000s
Amounts paid or payable to the external auditors for the audit of the accounts	37	40
	<b>37</b>	<b>40</b>

## NOTE 9 FOREGONE REVENUE

The Authority offers discounts to holders of student and pension cards on the sale of site tickets.

	2019	2018
	\$'000s	\$'000s
Potential ticket sales	2 628	2 085
Discount given	(397)	(398)
<b>NET TICKET SALES</b>	<b>2 231</b>	<b>1 687</b>

## NOTE 10 RELATED PARTY DISCLOSURES

### 10.1 DIRECTOR REMUNERATION

The following tables disclose the remuneration details for each person who acted as a director during the current and previous financial years. Directors are paid in accordance with the Director and Executive Remuneration guidelines and appointed in accordance with the Board Appointment guideline as issued by the Department of Treasury and Finance.

#### 2019 DIRECTOR REMUNERATION<sup>1</sup>

Name	Position	Period	Director Fees	Committee Fees	Super-annuation <sup>2</sup>	Other Benefits <sup>3</sup>	Total
2019			\$'000	\$'000	\$'000	\$'000	\$'000
<b>NON-EXECUTIVE DIRECTORS</b>							
Sharon Sullivan	Chairperson	Full year	32	....	6	....	38
Kristal Buckley	Director	Full year	14	....	1	....	15
Suzanne Clark	Director	01/07/18–24/08/18	2	....	1	....	3
Roseanne Heyward	Director	26/02/18–30/06/19	5	....	1	....	6
Michael Field	Director	Full year	14	....	1	....	15
Judith Franks	Director	Full year	14	....	1	....	15
Peter McKay	Director	Full year	14	....	1	....	15
<b>EXECUTIVE DIRECTOR</b>							
Stephen Large	CEO <sup>2</sup>	Full year	....	....	....	....	....
<b>TOTAL</b>			<b>95</b>	<b>....</b>	<b>12</b>	<b>....</b>	<b>107</b>

1 Superannuation means the contribution to the superannuation fund of the individual. Superannuation benefits for members of a defined benefit scheme were calculated using a notional cost based on the actuarial cost method.

2 The CEO does not receive additional remuneration as a Director.

#### 2018 DIRECTOR REMUNERATION<sup>1</sup>

Name	Position	Period	Director Fees	Committee Fees	Super-annuation <sup>2</sup>	Other Benefits <sup>3</sup>	Total
2018			\$'000	\$'000	\$'000	\$'000	\$'000
<b>NON-EXECUTIVE DIRECTORS</b>							
Sharon Sullivan	Chairperson	Full year	32	....	3	....	35
Kristal Buckley	Director	Full year	14	....	1	....	15
Suzanne Clark	Director	Full year	14	....	1	....	15
Michael Field	Director	Full year	14	....	1	....	15
Judith Franks	Director	Full year	14	....	1	....	15
Peter McKay	Director	Full year	14	....	1	....	15
<b>EXECUTIVE DIRECTOR</b>							
Stephen Large	CEO <sup>2</sup>	Full year	....	....	....	....	....
<b>TOTAL</b>			<b>102</b>	<b>....</b>	<b>8</b>	<b>....</b>	<b>110</b>

NOTE 10 RELATED PARTY DISCLOSURES  
CONTINUED

10.2 EXECUTIVE REMUNERATION

The following table discloses the remuneration details for personnel that acted as a senior executive during the current and previous financial year:

2019 EXECUTIVE REMUNERATION										
	Base Salary <sup>1</sup>	Short-Term Incentive Payments <sup>2</sup>	Super-annuation <sup>3</sup>	Vehicles <sup>4</sup>	Other Monetary Benefits <sup>5</sup>	Other Non-Monetary Benefits <sup>6</sup>	Total Remuneration	Termination Benefits <sup>7</sup>	Other Long-Term Benefits <sup>8</sup>	Total
2019	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
EXECUTIVE REMUNERATION										
Stephen Large Chief Executive Officer	202	....	19	7	....	10	238	....	11	250
Jane Harrington Director of Conservation & Infrastructure	167	....	16	5	....	....	188	....	7	195
Anne McVilly Director Tourism Operations	156	....	15	....	....	....	171	....	18	189
Jennifer Fitzpatrick Marketing Manager	111	....	11	....	....	....	122	....	1	122
Nicole Roberts Chief Financial Officer (01/07/18–10/04/19)	93	....	9	....	....	....	102	....	2	104
Carol Armstrong Human Resources Manager	112	....	11	....	....	....	123	....	12	135
	841	....	80	12	....	10	943	....	51	994
ACTING ARRANGEMENTS										
	....	....	....	....	....	....	....	....	....	....
TOTAL	841	....	80	12	....	10	943	....	51	994

- 1 Gross Salary includes all forms of consideration paid and payable for services rendered, compensated absences during the period and salary sacrifice amounts.
- 2 Short term incentive payments do not apply to the Port Arthur Historic Site Management Authority.
- 3 Superannuation means the contribution to the superannuation fund of the individual. Superannuation benefits for members of

- a defined benefit scheme were calculated using a notional cost based on the actuarial cost method.
- 4 Includes total cost of providing and maintaining vehicles provided for private use, including registration, insurance, fuel and other consumables, maintenance cost and parking (including notional value of parking provided at premises that are owned or leased and fringe benefits tax).

2018 EXECUTIVE REMUNERATION										
	Base Salary <sup>1</sup>	Short-Term Incentive Payments <sup>2</sup>	Super-annuation <sup>3</sup>	Vehicles <sup>4</sup>	Other Monetary Benefits <sup>5</sup>	Other Non-Monetary Benefits <sup>6</sup>	Total Remuneration	Termination Benefits <sup>7</sup>	Other Long-Term Benefits <sup>8</sup>	Total
2018	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000	\$'000
EXECUTIVE REMUNERATION										
Stephen Large Chief Executive Officer	198	....	19	7	....	10	234	....	15	248
Jane Harrington Director of Conservation & Infrastructure	164	....	16	3	....	....	182	....	(22)	160
Anne McVilly Director Tourism Operations	154	....	15	....	....	....	169	....	14	183
Jennifer Fitzpatrick Marketing Manager	108	....	10	....	....	....	118	....	....	118
Nicole Roberts Chief Financial Officer	121	....	12	....	....	....	133	....	12	145
Carol Armstrong Human Resources Manager	111	....	11	....	....	....	122	....	(2)	120
	855	....	81	9	....	10	956	....	17	973
ACTING ARRANGEMENTS										
David Roe Acting Director of Conservation & Infrastructure (26/03/18–25/05/18)	25	....	2	....	....	....	27	....	....	27
	25	....	2	....	....	....	27	....	....	27
TOTAL	880	....	84	9	....	10	984	....	17	1 001

- 5 Other benefits includes all other forms of employment allowances (excludes reimbursements such as travel, accommodation or meals), payments in lieu of leave, and any other compensation paid and payable.
- 6 Other non-monetary benefits include annual and long service leave movements and non-monetary benefits (such as housing, subsidised goods or services and so on).

- 7 Termination benefits include all forms of benefit paid or accrued as a consequence of termination.
- 8 Other long term benefits include annual and long service leave movements.
- 9 No key management personnel appointed during the period received a payment as part of his or her consideration for agreeing to hold the position.

## NOTE 11 CASH FLOW RECONCILIATION

### 11.1 CASH AND DEPOSITS

Cash means notes, coins, any deposits held at call with a bank or financial institution being short term of three months or less and highly liquid. Deposits are recognised at amortised cost, being their face value.

	2019	2018
	\$'000s	\$'000s
Cash	546	(189)
Automatic teller machine	77	5
Deposits at call	2 993	2 919
<b>TOTAL</b>	<b>3 616</b>	<b>2 735</b>

### 11.2 RECONCILIATION OF NET RESULT TO NET CASH FROM OPERATING ACTIVITIES

	2019	2018
	\$'000s	\$'000s
<b>NET RESULT FROM PROFIT/(LOSS) FOR THE YEAR</b>	<b>(304)</b>	<b>622</b>
Depreciation and amortisation	1 728	1 142
Loss/(gain) on sale of property, equipment and vehicles	(18)	372
Fair value gain on asset revaluation	....	1
Asset devalued	....	....
Non cash movement in superannuation	272	93
Decrease (increase) in receivables	90	59
Decrease(increase) in prepayments, accruals and deposit paid	(33)	77
Decrease (increase) in inventories	(162)	(141)
Increase (decrease) in employee benefits	1	50
Increase (decrease) in creditors	526	51
Increase (decrease) in unearned revenue	9	(44)
<b>NET CASH FROM (USED BY) OPERATING ACTIVITIES</b>	<b>2 109</b>	<b>2 282</b>

### 11.3 RECONCILIATION OF LIABILITIES ARISING FROM FINANCING ACTIVITIES

Liabilities	Closing Balance	Non-Cash Changes				Cash Flows		Closing Balance
		Transfers to/(from) Other Government Entities	New Leases Acquired	Changes in Fair Value	Other (Specify)	Cash Received	Cash Repayments	
	2018							2019
	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s	\$'000s
Borrowings	5 000	....	....	....	....	....	....	5 000
<b>TOTAL</b>	<b>5 000</b>	<b>....</b>	<b>....</b>	<b>....</b>	<b>....</b>	<b>....</b>	<b>....</b>	<b>5 000</b>

## NOTE 12 FINANCIAL INSTRUMENTS

### 12.1 RISK EXPOSURES

#### Risk Management Policies

The Authority's financial instruments consist mainly of deposits with banks, short term investments, accounts receivable and payable.

The Board of Directors has overall responsibility for the establishment of the Authority's financial risk management framework. This includes the development of policies covering specific areas such as price risk, interest rate risk, credit risk and liquidity risk.

Risk management policies and systems are reviewed regularly to reflect changes in market conditions and the Authority's activities. The day to day risk management is carried out by the Authority's finance function under policies and objectives which have been approved by the Board of Directors. Management has been delegated the authority for designing and implementing processes which follow the objectives and policies. This includes monitoring the levels of exposure to interest rate, price, liquidity and foreign exchange rate risks and assessment of market forecasts for interest rate and foreign exchange movements.

The Board receives bi-monthly reports which provide details of the effectiveness of the processes and policies in place.

The Authority does not actively engage in the trading of financial assets for speculative purposes nor does it write options.

Mitigation strategies for specific risks faced are described below.

#### a) Credit Risk Exposures

Credit risk is the risk of financial loss to the Authority if a customer or counterparty to a financial instrument fails to meet its contractual obligations.

The Authority does not have any material credit risks.

The maximum exposure to credit risk by class of recognised financial assets at the end of the reporting period, excluding the value of any collateral or other security held, is equivalent to the carrying value and classification of these financial assets (net of any provisions) as presented in the Statement of Financial Position.

The Authority has no significant concentration of credit risk with any single counterparty or group of counterparties.

The following table analyses financial assets that are past due but not impaired:

	2019	2018
	\$'000s	\$'000s
<b>RECEIVABLES</b>		
Current	27	100
30 days	38	32
60 days	14	14
91+ days	...	...
<b>TOTAL</b>	<b>78</b>	<b>146</b>

## NOTE 12 FINANCIAL INSTRUMENTS CONTINUED

### Liquidity Risk

Liquidity risk is the risk that the Authority will not be able to meet its financial obligations as they fall due. The Authority's approach to managing liquidity is to ensure it will always have sufficient liquidity to meet its liabilities when they fall due through the following mechanisms:

- preparing forward looking cash flow analysis in relation to its operational, investing and financing activities;
- monitoring undrawn credit facilities;
- obtaining funding from a variety of sources;
- maintaining a reputable credit risk profile;
- managing credit risk related to financial assets;
- investing surplus cash; and
- comparing the maturity profile of financial liabilities with the realisation profile of financial assets.

### b) Market Risk

Market risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market prices. The primary market risk that the Authority is exposed to is interest rate risk.

At the reporting date, the interest rate profile of the Authority's interest bearing financial instruments was:

Changes in variable rates of 100 basis points at reporting date would have the following effect on the Authority's profit or loss and equity:

#### Sensitivity Analysis of Authority's Exposure to Possible Changes in Interest Rates

	Statement of Comprehensive Income		Equity	
	100 basis points increase	100 basis points decrease	100 basis points increase	100 basis points decrease
<b>2019</b>				
Financial assets	5	(5)	5	(5)
<b>NET SENSITIVITY</b>	<b>5</b>	<b>(5)</b>	<b>5</b>	<b>(5)</b>
<b>2018</b>				
Financial assets	(3)	3	(3)	3
Net sensitivity	(3)	3	(3)	3

This analysis assumes all other variables remain constant. The analysis was performed on the same basis for 2019.

### 12.2 FINANCIAL INSTRUMENT COMPOSITION AND MATURITY ANALYSIS

	Weighted average effective interest rate (%)	Floating interest rate	Fixed interest rate maturing in 1 year or less	Non-interest bearing	Total carrying amount per Statement of Financial Position
<b>2019</b>		\$'000s	\$'000s	\$'000s	\$'000s
<b>FINANCIAL ASSETS</b>					
Cash	2.47	482	2 993	...	3 616
Receivables and accruals	...	...	...	458	458
<b>TOTAL</b>		<b>482</b>	<b>2 993</b>	<b>458</b>	<b>4 074</b>
<b>FINANCIAL LIABILITIES</b>					
Creditors and accruals	...	...	...	1 220	1 220
Tascorp loan	2.15	5 000	...	...	5 000
<b>TOTAL</b>		<b>5 000</b>	<b>...</b>	<b>1 220</b>	<b>6 220</b>
<b>2018</b>		\$'000s	\$'000s	\$'000s	\$'000s
<b>FINANCIAL ASSETS</b>					
Cash	2.62	(275)	2 918	92	2 735
Receivables and accruals	...	...	...	370	370
<b>TOTAL</b>		<b>(275)</b>	<b>2 918</b>	<b>462</b>	<b>3 106</b>
<b>FINANCIAL LIABILITIES</b>					
Creditors and accruals	...	...	...	633	633
Tascorp loan	2.15	5 000	...	...	5 000
<b>TOTAL</b>		<b>5 000</b>	<b>...</b>	<b>633</b>	<b>5 633</b>

## NOTE 13 OTHER SIGNIFICANT ACCOUNTING POLICIES

### 13.1 JUDGEMENTS AND ASSUMPTIONS

In the application of Australian Accounting Standards, the Authority is required to make judgements, estimates and assumptions about carrying values of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and various other factors believed to be reasonable under the circumstances, the results of which form the basis of making the judgements. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

Judgements made by the Authority which have significant effects on the Financial Statements include:

- Provisions, note 5.1
- Superannuation, note 5.4
- Property, plant and equipment and infrastructure, note 4.3

The Authority has made no assumptions concerning the future that may cause a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

### 13.2 FOREIGN CURRENCY

Transactions denominated in a foreign currency are converted at the exchange rate at the date of the transaction. Foreign currency receivables and payables are translated at the exchange rates current as at balance date.

### 13.3 TAXATION

The Authority is exempt from all forms of taxation except Fringe Benefits Tax, Payroll Tax and the Goods and Services Tax. Section 66 of the *Government Business Enterprises Act 1995* specifies those GBEs that are required to pay income tax equivalents. The Authority has been exempted from paying income tax equivalents.

### 13.4 COMPARATIVES

The previous year's figures are provided in the financial report for comparative purposes. Where applicable, the comparative figures have been adjusted to conform to changes in presentation and classification in the current year.

### 13.5 ROUNDING

All amounts in the Financial Statements have been rounded to the nearest thousand dollars, unless otherwise stated.

### 13.6 GOODS AND SERVICES TAX

Revenue, expenses and assets are recognised net of the amount of Goods and Services Tax, except where the GST incurred is not recoverable from the Australian Taxation Office. Receivables and payables are stated inclusive of GST. The net amount recoverable, or payable, to the Australian Taxation Office is recognised as an asset or liability within the Statement of Financial Position.

In the Statement of Cash Flows, the GST component of cash flows arising from operating, investing or financing activities which is recoverable from, or payable to, the Australian Taxation Office is, in accordance with the Australian Accounting Standards, classified as operating cash flows.

## NOTE 14 EVENTS OCCURRING AFTER BALANCE DATE

There have been no events subsequent to balance date which would have a material effect on the Authority's Financial Statements at the date of certification.

## AUDITOR'S INDEPENDENCE DECLARATION



Level 8, 144 Macquarie Street, Hobart, Tasmania, 7000  
Postal Address: GPO Box 851, Hobart, Tasmania, 7001  
Phone: 03 6173 0900 | Fax: 03 6173 0999  
Email: [admin@audit.tas.gov.au](mailto:admin@audit.tas.gov.au)  
Web: [www.audit.tas.gov.au](http://www.audit.tas.gov.au)

8 October 2019

The Board of Directors  
Port Arthur Historic Site Management Authority  
Arthur Highway  
**PORT ARTHUR TAS 7182**

Dear Board Members

### Auditor's Independence Declaration

In relation to my audit of the financial report of Port Arthur Historic Site Management Authority for the financial year ended 30 June 2019, I declare that to the best of my knowledge and belief, there have been no contraventions of:

- (a) the auditor independence requirements of Australian Auditing Standards in relation to the audit
- (b) any applicable code of professional conduct in relation to the audit.

As agreed with the Audit, Risk and Governance Committee, a copy of this declaration must be included in the Annual Report.

Yours sincerely

A handwritten signature in black ink, appearing to read "Ric De Santi".

Ric De Santi  
**Deputy Auditor-General**  
**Delegate of the Auditor-General**

To provide independent assurance to the Parliament and Community on the performance and accountability of the Tasmanian Public sector.  
Professionalism | Respect | Camaraderie | Continuous Improvement | Customer Focus

*Strive | Lead | Excel | To Make a Difference*



Independent Auditor's Report

To the Members of Parliament

Port Arthur Historic Site Management Authority

Report on the Audit of the Financial Report

Opinion

I have audited the financial report of the Port Arthur Historic Site Management Authority (the Authority) which comprises the statement of financial position as at 30 June 2019, the statements of profit and loss and other comprehensive income, changes in equity and cash flows for the year then ended, notes to the financial statements, including a summary of significant accounting policies and the statement of certification by the directors.

In my opinion, the accompanying financial report is in accordance with the *Government Business Enterprises Act 1995*, including:

- (a) giving a true and fair view of the Authority's financial position as at 30 June 2019 and of its financial performance and its cash flows for the year then ended
- (b) complying with Australian Accounting Standards.

Basis for Opinion

I conducted the audit in accordance with Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of my report. I am independent of the Authority in accordance with the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to my audit of the financial report in Australia. I have also fulfilled my other ethical responsibilities in accordance with the Code.

The *Audit Act 2008* further promotes the independence of the Auditor-General. The Auditor-General is the auditor of all Tasmanian public sector entities and can only be removed by Parliament. The Auditor-General may conduct an audit in any way considered appropriate and is not subject to direction by any person about the way in which audit powers are to be exercised. The Auditor-General has for the purposes of conducting an audit, access to all documents and property and can report to Parliament matters which in the Auditor-General's opinion are significant.

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To provide independent assurance to the Parliament and Community on the performance and accountability of the Tasmanian Public sector.  
Professionalism | Respect | Camaraderie | Continuous Improvement | Customer Focus

Strive | Lead | Excel | To Make a Difference

I confirm that the independence declaration was provided to the directors of the Authority on the same date as this auditor's report.

I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Key Audit Matters

Key audit matters are those matters that, in my professional judgement, were of most significance in my audit of the financial report of the current period. These matters were addressed in the context of my audit of the financial report as a whole, and in forming my opinion thereon, and I do not provide a separate opinion on these matters.

Why this matter is considered to be one of the most significant matters in the audit	Audit procedures to address the matter included
<b>Land, Buildings, Heritage and Infrastructure Assets</b> <i>Refer to note 4.3</i>	
Land, Buildings, Heritage and Infrastructure Assets totalling \$46.66m were recognised at fair value at 30 June 2019. The fair values of land, buildings and heritage artefacts are derived from observable market information while the fair values of infrastructure assets and heritage buildings are based on replacement and replication costs, respectively. There were no revaluations in 2018-19.	<ul style="list-style-type: none"><li>Evaluating the appropriateness of the most recent valuation methodology applied to determine fair values.</li><li>Reviewing management's approach to revaluations to ensure that carrying amounts remain fairly presented.</li><li>Evaluating management's assessment of the useful lives.</li><li>Performing substantive analytical procedures on depreciation expenses.</li><li>Testing, on a sample basis, significant expenditure on maintenance and capital works to corroborate appropriate treatment.</li><li>Testing, on a sample basis, capital work-in-progress to ensure active projects will result in useable assets and that assets commissioned are transferred in a timely manner.</li><li>Evaluating the adequacy of disclosures made in the financial report, including those regarding key assumptions used.</li></ul>
The calculation of depreciation requires estimation of asset useful lives which involves a high degree of subjectivity. Changes in assumptions underlying depreciation policies can significantly impact the depreciation charged.	
Capital expenditure in 2018-19 totalled \$1.30m on a number of significant programs to upgrade and maintain assets. Capital projects can contain a combination of enhancement and maintenance activity which are not distinct and therefore the allocation of costs between capital and operating expenditure is inherently judgemental.	

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To provide independent assurance to the Parliament and Community on the performance and accountability of the Tasmanian Public sector.  
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Responsibilities of the Directors for the Financial Report

The directors of the Authority are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards, and the *Government Business Enterprises Act 1995* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that gives a true and fair view and is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors are responsible for assessing the Authority’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Authority or to cease operations, or have no realistic alternative but to do so.

Auditor’s Responsibilities for the Audit of the Financial Report

My objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial report.

As part of an audit in accordance with the Australian Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- Identify and assess the risks of material misstatement of the financial report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Authority’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors’ use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Authority’s ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial report or, if such disclosures are inadequate, to modify my opinion. My conclusion is based on the audit evidence obtained up to the date of my auditor’s report. However, future events or conditions may cause the Authority to cease to continue as a going concern.

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- Evaluate the overall presentation, structure and content of the financial report, including the disclosures, and whether the financial report represents the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

I also provide the directors with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence, and where applicable, related safeguards.

From the matters communicated with the directors, I determine those matters that were of most significance in the audit of the financial report of the current period and are therefore the key audit matters. I describe these matters in my auditor’s report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, I determine that a matter should not be communicated in my report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.



Ric De Santi  
Deputy Auditor-General  
Delegate of the Auditor-General

Tasmanian Audit Office

8 October 2019  
Hobart

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DECLARATIONS

SUPERANNUATION CERTIFICATION

In the opinion of the Chief Executive Officer, PAHSMA has met its obligations under the *Superannuation Guarantee Act* for any employee for which PAHSMA makes Superannuation Guarantee contributions who is or becomes a member of a complying superannuation scheme, or a Retirement Savings Account (RSA) other than the Contributory Scheme (Section 55 of the *Public Sector Superannuation Reform Act 2016*).

  
STEPHEN LARGE

Chief Executive Officer  
12 August 2019

PUBLIC INTEREST DISCLOSURES

The following report is made in compliance with the *Public Interest Disclosures Act 2002* Section 86. The PAHSMA Public Interest Disclosures procedure can be accessed on the PAHSMA website at portarthur.org.au under 'About Us'.

Number and types of disclosures made to PAHSMA during the year and the number determined to be a public interest disclosure	Nil
Number of disclosures determined by the relevant public body to be public interest disclosures that it investigated during the year	Nil
The number and types of disclosed matters referred to the public body during the year by the Ombudsman	Nil
The number and types of disclosed matters referred during the year by the public body to the Ombudsman to investigate	Nil
The number and types of investigations of disclosed matters taken over by the Ombudsman from the public body during the year	Nil
The number and types of disclosed matters that the relevant public body has declined to investigate during the year	Nil
The number and type of disclosed matters that were substantiated upon investigation and the action taken on completion of the investigation	Nil
Any recommendations made by the Ombudsman that relate to the relevant public body	Nil

  
STEPHEN LARGE

Chief Executive Officer  
12 August 2019

STATEMENT OF CERTIFICATION

In the opinion of the directors of Port Arthur Historic Site Management Authority:

- a) the financial statements and notes of the Authority are in accordance with the *Government Business Enterprises Act 1995* including:
  - i. giving a true and fair view of the results and cash flows for the year ended 30 June 2019 and the financial position at the 30 June 2019 of the Authority;
  - ii. complying with the Australian Accounting Standards and Interpretations and with the Treasurer's Instructions.
- b) there are reasonable grounds to believe the Authority will be able to pay its debts as and when they fall due.

This declaration has been made after receiving the following declaration from the Chief Executive Officer:

- a) the financial records of the Authority for the year ended 30 June 2019 have been properly maintained in accordance with section 51 of the *Government Business Enterprises Act 1995*;
- b) the financial statements and notes for the year ended 30 June 2019 have been prepared in accordance with section 52 of the *Government Business Enterprises Act 1995*; and
- c) the financial statements and notes for the year ended 30 June 2019 give a true and fair view.

Signed in accordance with a resolution of the directors:

  
MICHAEL FIELD

Director  
26 September 2019

  
PETER MCKAY

Director  
26 September 2019

CONSERVATION EXPENDITURE

In the opinion of the directors of the Port Arthur Historic Site Management Authority, all grants, including Capital Investment Program Funds, provided by the Tasmanian Government for conservation expenditure, have been reported in accordance with Treasurer's Instruction GBE 08-52-01P *Accounting for Grants Used to Fund Conservation Expenditure*.

Signed in accordance with a resolution of the directors:

  
MICHAEL FIELD

Director  
26 September 2019

  
PETER MCKAY

Director  
26 September 2019

