



PORT
ARTHUR
HISTORIC
SITES

PORT ARTHUR HISTORIC SITE MANAGEMENT AUTHORITY

STATEMENT OF CORPORATE INTENT

2020-21

AUGUST 2020



Statement of Corporate Intent 2020-21

DIRECTORS STATEMENT AND AGREEMENT OF SHAREHOLDING MINISTERS

The Board of Port Arthur Historic Site Management Authority agrees to provide the Shareholding Ministers with financial and other information as set out in this Statement of Corporate Intent.

In signing this Statement of Corporate Intent the Board of Port Arthur Historic Site Management Authority commits to the targets proposed for the 2020-21 financial year.

This Statement of Corporate Intent has been agreed between:

Grant O'Brien

Chair

Port Arthur Historic Site Management Authority

On behalf of the Board

Hon Peter Gutwein MP

Treasurer

Hon Elise Archer MP

Minister for Heritage



Statement of Corporate Intent 2020-21

INTRODUCTION

This Statement of Corporate Intent (SCI) for the 2020-21 financial year has been prepared in accordance with section 41 of the *Government Business Enterprises Act 1995*. It should be read in conjunction with the Ministerial Charter of Port Arthur Historic Site Management Authority (PAHSMA).

This SCI is a high level summary of the Corporate Plan and includes the performance agreement between the Board of Port Arthur Historic Site Management Authority (PAHSMA) and the Shareholding Ministers.

STRATEGIC DIRECTION

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] as an example of a major British convict settlement and penal institution of the 19th Century;
- co-ordinate archaeological activities on the historic site[s];
- promote an understanding of the historical and archaeological importance of the historic site[s];
- consistently with the Management Plan, promote the historic 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.

PAHSMA's role includes responsibility for the Port Arthur Historic Site, Coal Mines Historic Site and Cascades Female Factory Historic Site.

The tourism business operates on a commercial basis and income is derived from entry fees, hospitality, merchandising and optional tour products. Tours at the Cascades Female Factory site include heritage tours and the dramatisation of *The Proud & The Punished*.



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The cost of the conservation and maintenance of the historic sites under PAHSMA's management is met with the assistance of an annual State Government grant, from any profits derived from commercial activities, and through additional Australian Government grants sourced for specific projects. In response to COVID-19, profits from commercial activities are not expected for 2020-21.

The strategic direction of PAHSMA for the period of the Corporate Plan has a focus on strengthening the organisation's capacity to anticipate and respond to external pressures and opportunities.

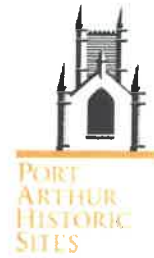
Our revenue projections are highly sensitive to any changes in visitation that may arise from further COVID-19 impacts on tourism. We will therefore need to revisit our scenarios on a regular basis.

While 2020-21 will include the need for recovery from the impacts of coronavirus COVID-19, over the corporate plan period PAHSMA will also be focussed on the following strategies:

- Ensuring we have a SUSTAINABLE FUNDING MODEL.
- Valuing our people as we aim to be an 'EMPLOYER OF CHOICE'.
- Practising excellence in CONSERVATION with clear conservation pathways for all PAHSMA Sites
- Sharing the BROADER CONVICT STORY.
- Using a CUSTOMER-CENTRIC approach backed by research to create unique, enjoyable and interactive visitor experiences.
- Embrace TECHNOLOGY as a key enabler for the future.

PERFORMANCE STATEMENT

This Performance Statement has been prepared in accordance with PAHSMA's Ministerial Charter and sets out the key performance targets to be met by PAHSMA in 2020-21 and in accordance with the Treasurer's Instruction to be prepared for a one year period only in response to COVID-19.



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Financial Returns to Government

PAHSMA is not required to return a dividend to the State nor is it required to pay income tax equivalents or guarantee fees. Rather, any surplus funds from the commercial operations are used to assist in the conservation, preservation and maintenance of the sites and will in the longer term reduce the capital investment debt that PAHSMA has with TASCORP.

Financial Targets

The 2020-21 Corporate Plan reflects the severe impacts on visitor number to the sites as a result of COVID-19. Those impacts have significantly reduced the available revenue and have resulted in a large operating loss. The Plan has been prepared based on a 'best case' scenario with regard to Tasmania's tourism industry recovery from COVID-19. A request has been made to Government to provide additional funding during this planning period to assist in the business recovery post COVID-19 and to contribute toward PAHSMA's Organisational Transformation program. It is expected that the government will continue to provide funding to undertake necessary conservation works. Based on the assumptions used in the Corporate Plan, the financial performance targets are detailed below.

	Forecast 2019-20	Target 2020-21
Operating profit/(loss) (\$m)	(1,442)	(9,306)
Commercial Revenue (\$'000)	14,557	6,022
Yield per visitor - PAHS	\$45.58	\$45.27
Yield per visitor - CFF	\$11.71	\$14.25
Commercial Expenses (\$'000)	14,479	11,254
Conservation Expenses (all sites)(\$'000)	3,712	5,613

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Non-Financial Targets

PAHSMA's performance is measured in terms of visitors to the sites, participants on tours, visitor satisfaction and completion of key conservation projects. The key non-financial performance targets are:

	Actual 2019-20	Target 2020-21
Day Entry visitors	270,865	108,700
Ghost tour participants	24,131	5,400
Female Factory visitors	26,788	14,600
Visitor Net Promoter Score - PAHS	+79.4	>+70
Employee Satisfaction (TSS Survey)	68	70+
% of annual conservation projects completed within budget, scope and on time	76%	80%
% of IOD Boardwalk replacement budgeted Stage completed at 30 June	97% (Stage 3)	80% (Stage 4)