



PORT  
ARTHUR  
HISTORIC  
SITES

**PORT ARTHUR HISTORIC SITE MANAGEMENT AUTHORITY  
STATEMENT OF CORPORATE INTENT**

**2021-22**

**APRIL 2021**



## Statement of Corporate Intent 2021–22

### DIRECTORS STATEMENT AND AGREEMENT OF SHAREHOLDING MINISTERS

The Board of the 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 the Port Arthur Historic Site Management Authority commits to the targets proposed for the 2021–22 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. Roger Jaensch MP  
Minister for Heritage



# Statement of Corporate Intent 2021–22

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## INTRODUCTION

This Statement of Corporate Intent (SCI) for the 2021–22 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 the 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 the Port Arthur Historic Site Management Authority (PAHSMA) and the Shareholding Ministers.

## STRATEGIC DIRECTION

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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 strategic direction of PAHSMA for the period of the Corporate Plan has been refreshed with an emphasis on recovery from the effects of the COVID-19 pandemic and ongoing sustainability as a focus. The success of PAHSMA requires a balanced approach to our four pillars:

- Conservation
- Customers
- Commercial
- Community.

While continuing a recovery from COVID-19 impacts the 2021–22 period for PAHSMA will also be focussed on the following strategies:

- Connecting people to the Australian Convict Story
- Meaningfully reaching domestic and international audiences
- Sustainable funding and commercial viability
- Stabilisation and growth
- Being responsive and agile.

The key priority for the 2021–22 year is to recover in response to COVID-19 and to ensure that PAHSMA is well placed to achieve the following strategic priorities (SP) over the coming 4 years:

- **SP1 Our People** – Building a flexible and resilient workforce and being recognised as an *employer of choice*
- **SP2 Visitation & Interpretation** – Embracing innovation and resetting our focus to new markets and opportunities while enhancing our popular experiences. Providing innovative and well-researched approaches to our story telling and education programs
- **SP3 Technology** – Making other things possible.

**These priorities are underpinned by the ongoing focus on:**

- **Conservation & Presentation** – Meeting our conservation obligations by continuing to act with curiosity and an investigatory mindset, and connecting to innovations throughout the world.
- **Funding & Financial Structure** – Achieving a sustainable, multi-faceted funding model.



## Statement of Corporate Intent 2021–22

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### PERFORMANCE STATEMENT

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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 2021–22 and in accordance with the Treasurer's Instructions.

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.

Revenue projections remain highly sensitive to any changes in visitation that may arise from further COVID-19 impacts on tourism. While there is a noted improvement in financial performance, the speed of recovery will mean that profits from commercial activities are not expected for 2021–22.

Underpinning the delivery of the 2021–22 Corporate Plan is the Government's commitment to provide additional equity injections of \$6M in the 2021–22 year, with a further \$4M in 2022–23 and \$2M in 2023–24. This is in addition to \$8M of equity funding received in 2020–21.



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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 financial targets outlined in the 2021-22 Corporate Plan are largely determined by tourism industry projections for the recovery of visitation to the State combined with pricing strategies and other initiatives to improve commercial outcomes.

Based on the assumptions used in the Corporate Plan, the financial performance targets are detailed below.

	Target	Estimate		
	2021-22	2022-23	2023-24	2024-25
Operating profit/(loss) (\$'000)	(5,053)	(1,089)	(325)	543
Commercial Revenue (\$'000)	13,151	19,004	21,165	22,483
Yield per day visitor - PAHS	\$54.82	\$55.37	\$55.42	\$55.97
Yield per day visitor - CFF	\$15.22	\$15.38	\$15.38	\$15.52
Commercial Expenses (\$'000)	14,032	15,499	16,284	16,877
Conservation, Infrastructure, Education and Interpretation Expenses (all sites)(\$'000)	8,608	9,119	9,820	9,769



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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:

	Target	Estimate		
	2021-22	2022-23	2023-24	2024-25
Day Entry visitors	224,500	310,250	346,750	365,000
Ghost tour participants	18,840	25,840	28,840	31,000
Female Factory visitors	23,650	75,794	78,280	80,628
Employee Satisfaction (TSS Survey)	70+	70+	75+	75+
% of annual conservation projects completed within budget, scope and on time	80%	80%	80%	80%
% of CFF HIC completed	100%	n/a	n/a	n/a