

# 2023–28 Strategic Plan

## Port Arthur Historic Site Management Authority



# Introduction

Port Arthur Historic Site Management Authority (PAHSMA) is responsible for the conservation and development of visitor experiences at three of the eleven sites which make up the UNESCO Australian Convict Sites World Heritage Property inscribed in 2010.



*We are known as experts in conserving our heritage and convict history – and we share this deep knowledge with visitors and the world.*

## Our three sites are located in southern Tasmania

- Port Arthur Historic Site
- Coal Mines Historic Site, Saltwater River
- Cascades Female Factory, Hobart



The sites tell unique aspects of the global story of forced migration of convicts by the British Empire. They help Australians and international visitors to understand the history of Australia – from the ongoing custodianship of the Palawa people before, during and after invasion, through the colonial period and convictism to the terrible events of 1996 that occurred at Port Arthur.

Our sites are important places for our communities to talk about and understand our complex history and build a better understanding for the future. They are places of history, learning and conversation – and they belong to the people of lutruwita/Tasmania, Australia and the world.

As the Authority tasked with the care, custodianship and interpretation of these sites it is imperative that we plan for the future and ensure that we are sustainable, in every sense of the word, as we welcome visitors from around the state, the country, and the world.

Through our Strategic Plan we will work together to engage with the sites, and share stories with which we have been entrusted.

**Port Arthur Historic Site Management Authority recognises the deep history and culture of lutruwita/Tasmania. We acknowledge the Palawa people, the traditional owners of the Land upon which we work. We acknowledge and pay our respects to all Aboriginal Communities – all of whom have survived invasion and dispossession, and continue to maintain their identity and culture.**

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# Foreword

Our places are of international significance with Port Arthur being one of the most visited destinations in lutruwita/Tasmania. It is a key driver of economic activity in the region.

Over the past decade PAHSMA has seen considerable growth and change. We have managed a period of sustained visitor growth, added the Cascades Female Factory and Coal Mines to our remit and undertaken significant conservation projects and upgrades to visitor infrastructure.

We are recognised as a leading organisation in conservation management and tourism. We are experts in conserving our heritage and convict history and our passionate and expert staff share this knowledge with our visitors and the world.

Most recently we have adapted to a post-COVID world and changes to trends in visitation. Now is a time to reflect and prepare for the future: to be ready to adapt for new generations of visitors, to have the resources to be able to care for and conserve our sites, to be climate change ready and to have the technology and training that our workforce needs to excel. For us to continue to be a leading organisation we need to evolve and thrive. This Strategic Plan is a key step in that process.

We are pleased to present to you the PAHSMA Strategic Plan 2023–28. The plan sets out a clear pathway for projects and outputs that will ensure PAHSMA has a sustainable and clear future direction.

The Strategic Plan defines our new vision and mission. It describes how we will make decisions and outlines key areas for development and growth. It reiterates our commitment to enrich the lives of our communities through cultural, social, environmental, and economic benefits.

The key to realising our future is our people. The Strategic Plan shares a roadmap for our people as we work to achieve our ambitious vision. We look forward to the journey that we are embarking on together that will set the future path for PAHSMA with our team, communities and stakeholders.



Grant O'Brien  
(Chair)



Will Flamsteed  
(CEO)

# The Need for a Strategic Plan

## Why a Strategic Plan?

Strategic plans are important documents for organisations. They allow for long-term planning, clarity of vision and strategic decision making.



For PAHSMA, this is our opportunity to adapt to our changing environment, markets and operational output and to take us from our current state to our future state.

PAHSMA has developed this Strategic Plan in order to chart a clear path post-COVID. Part of this process has been to identify our key challenges and consider our best possible future and how we can sustainably conserve our sites and engage with our audiences.

Post-COVID, economic growth has slowed and there have been many changes and challenges to how we do business. Our visitors have changed and their needs are now different. Global supply chain issues mean it is more costly to operate our sites. Technological advancements have created new ways to manage and interpret our sites and experiences. We also now fully recognise the very real impact of climate change and the work to be done. It is therefore vital that we are ready to meet and adapt to local and global changes.

## Who will implement this?

Every person at PAHSMA has their own part to play in the delivery of the plan. It is important to recognise the role that different parts of the organisation, individually and collectively, play in the Strategic Plan.

### Our Board

Sets the strategic direction and ensure it is met with proper governance

### Our Executive

Delivers the strategic direction and meets our legislative and World Heritage commitments

### Our Managers

Provides operational and team management of our organisation

### Our Operational Team

Undertakes the implementation of the plan and the operation of our organisation

# Strategic Plan Explained

## What Does the Strategic Plan Mean for our People?

It means we have a better understanding of our roles, and of who we are, and what our purpose is as an organisation.



Projects identified in the plan will create more efficient systems to help us do our jobs and better opportunities to grow our contribution in the organisation.

It also means individuals have more opportunities to influence how projects are delivered at PAHSMA. “New ways of working”, especially around how we deliver projects will be far more collaborative.

The Strategic Plan is just one tool that will help us deliver on our vision and ensure the future of PAHSMA and its people. The key to the success of the plan is how we, as an organisation, embrace it.

## What Does it Look Like?

Our Strategic Plan has a few key elements – Vision, Mission, Pillars, Focus Areas and Lenses.

These allow us to set our direction, determine what we need to do and when, and how we make decisions.

- Our Vision and Mission express our aspirations and our purpose
- Our Pillars determine our key areas of engagement and output
- Our Focus Areas further define the work to be undertaken
- Our Lenses filter our decisions and the actions we take

## How and When Will it Happen?

The Strategic Plan outlines a five-year roadmap for the organisation. This plan is broken up into three interdependent stages of work over the next five years.

They are:

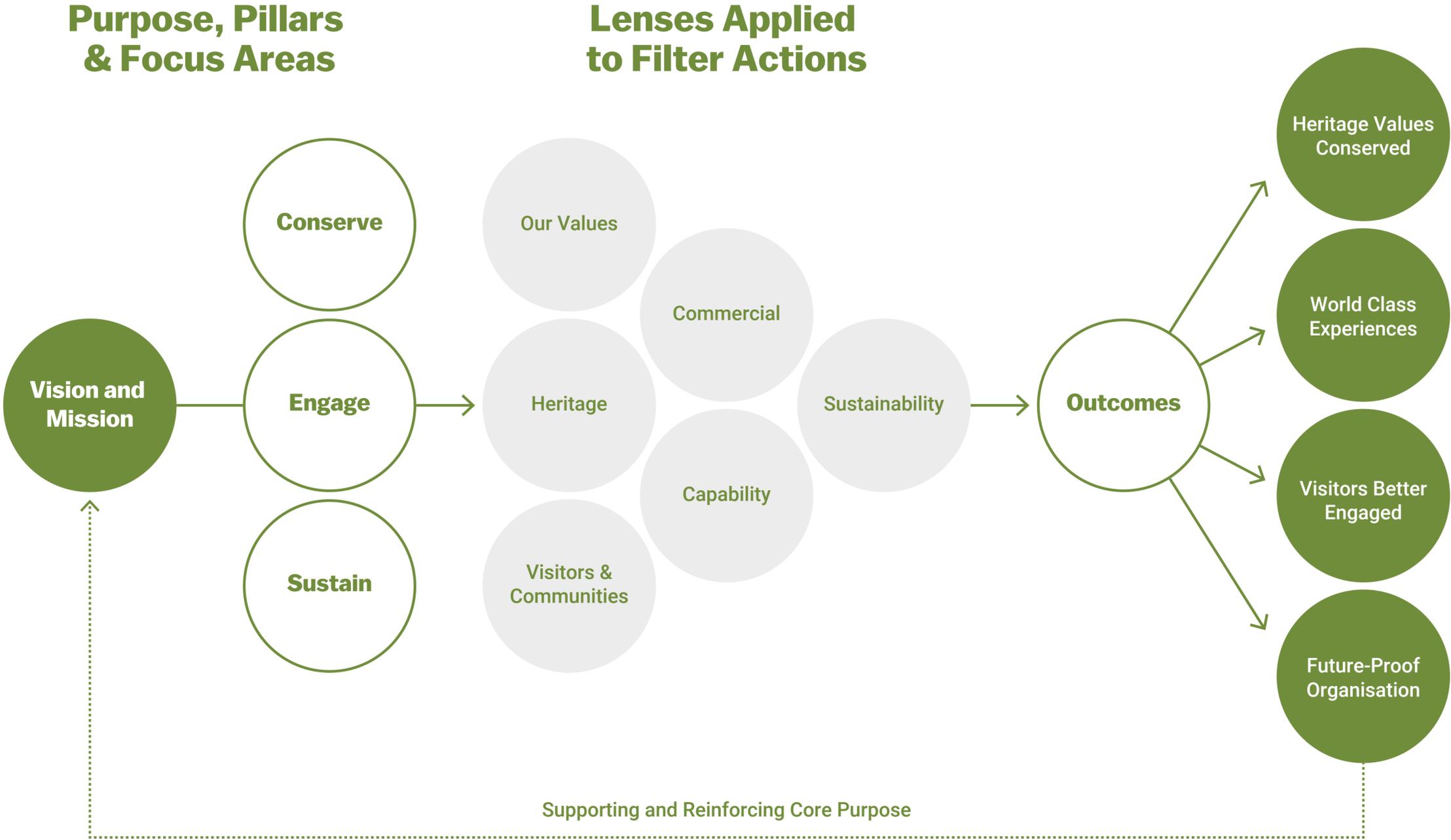
- Initiate and Enable
- Reimagine and Strengthen
- Aspire and Innovate

Further in this document the three stages are explained and defined.

# Strategic Framework

**What does the strategic planning process look like?**

This diagram explains the relationship between the Vision and Mission, the Pillars and their Focus Areas, Lenses and Key Outcomes. The Vision and Mission is achieved through our focused areas of work (Conserve, Engage and Sustain) and we make good decisions by applying our Lenses which enables us to achieve our Outcomes.



# Vision

To connect people with a complex history to inspire, engage and shape the future.



# Mission

- To be the leader in conserving, creating and sharing our extraordinary Australian convict places, experiences and stories.
- To enrich the lives of our communities by providing cultural, social, environmental and economic benefit.

## What it Means to us

PAHSMA World Heritage Sites are places where people come to understand and connect. They are places of deep learning and insight. Layers of Australian history come to life through changing storytelling and experiences.

We are known as experts in conserving our heritage and convict history and we share this deep knowledge with visitors and the world.

Our people are exceptional in sharing, caring for and running our sites. They are empowered through knowledge and training to create a sustainable future for PAHSMA not only for the next five years but the next twenty and beyond.

# How the Plan is Structured: Pillars, Focus Areas and Lenses



## Pillars and Focus Areas

We have defined three Pillars of core work that the organisation undertakes. Within each of these Pillars we have Focus Areas to work towards across the next five years.

### Pillar 1: Conserve

#### Focus Area: Conservation and Heritage

Deliver the conservation, management and presentation of our World Heritage values and places.

### Pillar 2: Engage

#### Focus Area: Interpretation and Engagement

Define and interpret PAHSMA's conservation, heritage and historic narratives to deliver and renew world class experiences onsite, offsite and online.

#### Focus Area: Visitor Experience

Create and deliver engaging, compelling and optimised experiences, on-site, off-site and online, connecting with locals, domestic and international visitors, to create increased engagement and sustainable commercial returns.

### Pillar 3: Sustain

#### Focus Area: Sustainability

Future-proof PAHSMA through earned income and adaptive environmental and business practices.

#### Focus Area: Workplace Culture

Ensure PAHSMA is appropriately resourced and managed through a skilled, engaged and developing workforce and an inclusive and agile culture.

## Lenses

To support robust and responsive decision making we will adopt a series of Lenses (or decision-making tools) when considering specific initiatives and actions. This will ensure PAHSMA stays focused on achieving strategic outcomes aligned with the Vision and Mission, Pillars and Outcomes.

### Our Values

Ensure decisions are consistent with and support our values.

### Heritage

Activities must serve our heritage objectives of conservation, management and presentation of our World Heritage values and places.

### Visitors and Communities

Meet the needs of visitors and provide social, environmental and economic benefit to our communities.

### Commercial

Drive improved commercial results to ensure ongoing investment needs in conservation and interpretation are met.

### Capability

Our workforce and teams have the necessary resources and skills to support delivery.

### Sustainability

Ensure that actions can be implemented and delivered sustainably, with a clear understanding of the resources needed and performance measures and value created.

# Key Outcomes

Topline outcomes for each Pillar and Focus Area after our projects are delivered using the Strategic Planning process.

## Pillar 1: Conserve

### Conservation and Heritage

- Heritage values conserved
- Be the organisation that other cultural heritage 'leaders' look to for inspiration, innovation and advice
- Collaborate with other World Heritage Sites and organisations sharing best practices and promoting sustainable tourism
- Be in the top ten organisations for training in traditional trades and skills

## Pillar 2: Engage

### Interpretation and Engagement

- Define and interpret conservation, heritage and historic narratives to deliver world class experiences
- Have a multi-layered interpretative experience attracting diverse audiences
- We will be authentic as we represent the multiple histories of the sites, including facilitating/supporting communities to tell stories that belong to them but are anchored to the site such as the Palawa story and 1996 at Port Arthur
- Create premium experiences that provide unique, 'deep dive' engagement with the sites and stories and allow PAHSMA to meet the interest of visitors looking for a once-in-a-lifetime experience.
- Have strong connections and relationships with the Palawa community, the local Tasman Peninsula community and the broader Tasmanian and Australian heritage community

### Visitor Experience

- Create and deliver engaging, compelling and optimised experiences, on-site, off-site and online. Through increased engagement we will connect with local, domestic and international visitors to provide sustainable commercial returns
- Offer a cohesive and smooth visitor journey seamlessly engaging visitors pre, during and post visit
- Create a commercial offer that connects to the visitor journey
- Develop new products and experiences that enhance the visitor's understanding and enjoyment of the sites supporting financial sustainability
- Be a leader in inclusive and accessible experiences via a universal access approach

## Pillar 3: Sustain

### Sustainability

- Maximise commercial returns to ensure future funding to Conserve and Engage.
- Develop a further diversified funding model
- Employ an agile workforce that is highly and rightly skilled, motivated and underpinned by strong values
- Be a leader in sustainable tourism, that focuses on reducing environmental impacts, meeting its 2030 targets as defined by the energy audit, while conserving and protecting the sites' heritage values

### Workplace Culture

- Our teams work confidently across departments to deliver new projects and programs
- Our workplace is culturally strong and safe
- We have the right people doing the right jobs

# Creating Impact and Value Through Collaboration

Delivery of the Strategic Plan requires a cyclical process involving all departments. The process links PAHSMA's key assets and core functions. Each step adds value and reinforces outcomes, to drive continuous improvement and growth.

## Creating Impact and Growth

Each stage of the cycle adds value to the next, and to the whole organisation.

- **Invests in heritage**  
We manage built assets and landscapes, improve infrastructure, develop skills and knowledge. Which...
- **Strengthens connections**  
By telling stories and making history relevant. Which leads to...
- **Demand creation**  
By building the brand and marketing to existing and new audiences. Which leads to...
- **Growth in revenue**  
Encouraging visitors to purchase commercial products and experiences. Which leads to...
- **Secures funding**  
Communicating PAHSMA's value to stakeholders and supporters...





# A Three Stage Approach

In the following pages we detail the three key stages of our Strategic Plan with a focus on key outcomes and projects. Throughout the stages of development the important day-to-day work of conserving, operating and caring for our places and people continues.

This work will be planned for and reflected in our Annual Business Plans. Just like our day-to-day output, strategic projects will be costed so we can fully plan for future spending. This is essential as we work towards our future state, and we recognise the dedication and passion of our people in these core roles.

# Implementation

## Our Strategic Plan has Three Stages

They have been created to represent where we are as an organisation (our current state), and where we want to be in five years (our future state).

Implementation of the strategic plan will be a staged approach. Each project or element within the plan will be realised in our Annual Business Plans. All projects must fit into our annual cycle aligning with our budget and resources, backed by strong business cases and project management protocols.

### Stage 1

#### Initiate and Enable

You can't build a house without strong foundations. It's the same with an organisation. Stage 1 is about consolidation, supporting the work of the past, and planning and preparing for a sustainable future. This stage will work on initiatives and projects that will consolidate our foundations for a period of strengthening, growth and innovation. Focuses include refining our ways of working, processes and systems and creating ways of increasing our ability to invest in the conservation and interpretation of our places. The development and investment in our people during this time will enable us as we move to the future.

### Stage 2

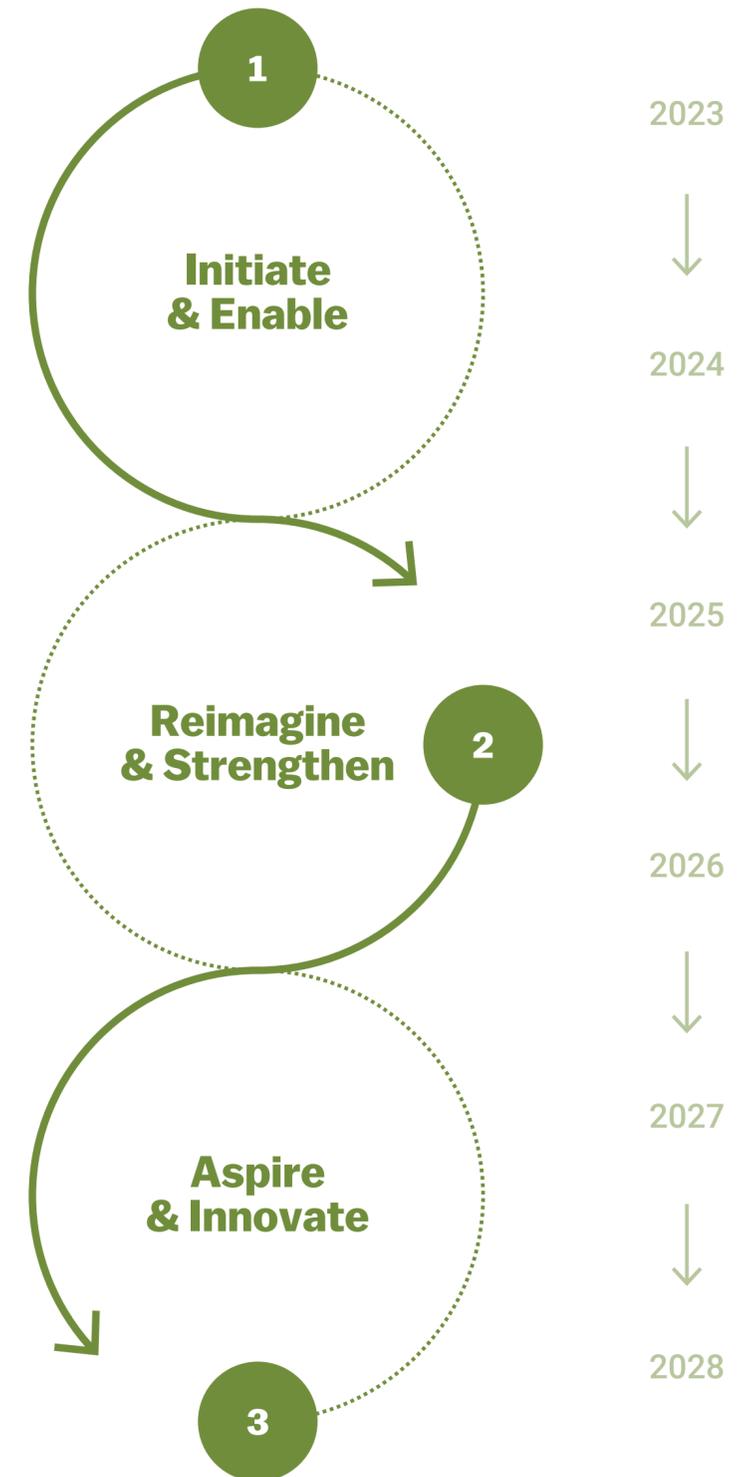
#### Re-imagine and Strengthen

It's now time to build our house. We have the people, plans and systems in place to be successful. We can now deliver on those plans, prioritising and staging packages of work. As an example, projects within the Heritage Management Plan or Interpretation and Experience Plan will flow through our annual business cycle. Great experiences, engaged visitors and a strong financial basis will ensure we are re-investing in our World Heritage Sites.

### Stage 3

#### Aspire and Innovate

Now we get to start picking the paint colours! So what does the future look like? Stage 3 will focus on achievement of world class conservation, heritage and visitor engagement outcomes, securing long-term financial partners and cementing PAHSMA's role as a globally significant leader in the conservation sector. It's now time to think what the next 20 years will look like. That means master planning.



# Stage 1 – Initiate and Enable

## Top Five Initiatives



- 1. Organisational Excellence**  
Evolving PAHSMA’s culture, systems and ways of working to become inclusive and high performing.
  - Digital Strategy
  - Workforce Strategy
- 2. Heritage Management Plan**  
The key document that drives our conservation management and interpretation and experiences
- 3. Asset Management Plan**  
The prioritised analysis of our assets and their ongoing management
- 4. Interpretation and Experience Plan**  
How we interpret our sites and their stories
- 5. Financial Sustainability**  
Commitment to growing earned income through our commercial plan

- Current projects**
- Digital Transformation Project (People & Culture)**
    - We are updating the iChris (and associated) system to create better rostering and employee access of human resources information
  - Water and Sewerage**
    - Analysing our water and sewerage systems to inform the masterplan
  - Interpretation and Experience plan**
    - Visitor journey mapping project is underway
  - Commercial Plan**
    - Reviewing and upgrading of our food and beverage offer which has already shown positive results in growth of earned income

# Stage 1 – Initiate and Enable 2023-25

Initiatives and projects in this stage strengthen our teams, our output and our capacity to make evidence-based decisions. Stage 1 will also shore up our financial and operational future, and how we conserve and interpret our sites.



## Major Projects

### Conserve – Planning for the future

#### Heritage Management Plan

Sets out our heritage values and how we are going to conserve and manage our sites

#### Asset Management Plan

A prioritised analysis of assets and their management

#### Water and Sewerage Master Plan

Determining a better operational model for water and sewerage at Port Arthur

### Outcomes

#### Clarity for the Future

Governance framework to manage our heritage values and meet our World Heritage obligations

#### Assets and their Management are Clearly Defined

A prioritised program of works to be delivered across the life of the plan (and beyond)

#### Water and Sewerage Master Plan

An action plan to ensure we have enough water and our toilets flush when they need to

# Stage 1 – Initiate and Enable 2023-25

## Engage – Connecting with visitors and developing the future experience

### Interpretation and Experience Plan

Defining how we interpret our sites and prioritising cohesive planning for a re-imagined visitor experience

### Strategic Plan Communication

Communicating our strategic plan and its positive impact on our team, communities and key stakeholders

### Community and Partnerships

Strengthen the connection and relationship with the Tasman Peninsula community and other communities

### Marketing and Promotion

Re-invigoration of our marketing and development of experiences that focus on seasonal visitation and increased yield

## Outcomes

### World Class Experiences

#### Experience Evolution

Tours, new experiences and products will be prioritised via formal product development aligning with our heritage and commercial requirements

The Interpretation and Experience Plan will provide a roadmap

### Visitors Better Engaged

#### Stakeholders are More Engaged and Informed

They are active advocates for the future of PAHSMA

### Marketing and Commercial

Our seasonal campaigns drive a new awareness of our experiences that generate new earned income and increased yield



# Stage 1 – Initiate and Enable 2023-25

## Sustain – Organisational development and creating better systems

### Workforce Strategy

Giving our staff and teams the tools, capabilities and capacity needed to deliver on our strategic priorities

### Culture Evolution

Embed values that align with our new strategic direction and the attitudes and behaviours we value

### Value of PAHSMA to lutruwita/Tasmania

Determining PAHSMA's economic and workforce contribution to lutruwita/Tasmania

### Business Model Review

Determine how we can best operate to support our strategic direction

### Commercial Plan

Drive profit and grow yield to support future conservation projects

### Whole of Business Systems Review

Implement systems and ways of working that are best practice

### Government Relations

Establish strategic partnerships with state and federal governments and agencies

### Climate Change

Further develop a climate change strategy to monitor and mitigate climate impacts to Port Arthur and the Coal Mines and establish an environmental framework

## Outcomes

### Our People

Our staff see positive change in their workplace – better connection with their managers and executive and a clear understanding of why decisions are made

### Capacity and Capability

Our workforce will have the tools and skills to be their best. We effectively manage programs and teams to deliver high quality outcomes

### Social and Economic Impact

Our communities and stakeholders understand the value of PAHSMA, its people and contribution to the Tasman Peninsula and lutruwita/Tasmania

### Increased Yield

Year on year, PAHSMA meets growth in yield targets

### Industry and Community Leader

Our staff, community and government know who we are and what we are doing

### Enable Knowledge-based Decisions

Our managers and teams plan and evolve ideas through systems and data

### Government

Values PAHSMA as a leader in the heritage sector and support new projects with new funding streams

### Climate Change

Climate change strategy enacted to ensure heritage values are conserved and environmental obligations are met

# Stage 2 – Re-Imagine and Strengthen 2024-26

This stage relies on reviewing our Stage 1 projects and if required, we will re-prioritise our outputs.

Our plans will have been completed – Heritage, Interpretation, Asset and Commercial.

We will use these plans to prioritise key projects that will enhance our visitor experience and our ongoing conservation program. We will further develop future direction and extend our leadership in the heritage sector.

## Major Project Focus

### Conserve – Refinement of ideas and seeking funding

#### Heritage Management

Our heritage values and assets are protected, respected and enhanced

#### Water and Sewerage Master Plan

Determination and delivery of the masterplan to ensure we have enough water and the toilets flush

#### Collections Management

Review and enhance collections management regime and program

#### Research

Audit and update curatorial research programs that align with our heritage management, interpretation and engagement priorities

### Engage – Delivery of priority projects and initiatives

#### Interpretation and Experience

Prioritised projects that meet future visitor's expectations

#### Education Program

Redevelop and deliver a revitalised education program

#### Community Engagement

Stronger bonds with our local community via new workforce programs and community support

#### Sector Leadership

Position PAHSMA, its sites and experiences internationally

#### Visitor Journey

The convict connection to the Australian story comes alive

#### Reconciliation Action Plan

Development of a Reconciliation Plan and engagement with the broader Aboriginal people of lutruwita/Tasmania

### Sustain – Positive change towards sustainability realised

#### Funding

Determine true cost of heritage, assets and sites management

#### Commercial Strategy

Meeting determined growth in visitor yield

#### Our People

Our teams understand our strategic direction and recognise the value of change

#### Culture Evolution

Review progress of Workforce Strategy

#### Climate Change

Climate change actions are implemented and monitored

# Stage 3 – Aspire and Innovate 2026-28

By Stage 3, our managers and teams have the capacity and capability to successfully deliver Annual Business Plans.

We now turn our eyes to the future via master planning for the next 20 years.

## Major Project Focus

### Conserve – Priority projects delivered

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#### Master Plan

Determine the next 20-50 year outlook for PAHSMA

#### Collections Management

Prioritised projects delivered

### Engage – Future planning continues

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#### Interpretation and Experience

Prioritised projects delivered, and future planning continues

#### Community Engagement

Effectively communicate our strategic direction to our communities to increase advocacy and support

#### Sector Leadership

Ensuring heritage tourism continues to be a priority for state and federal governments

### Sustain – Positive workplace culture and stable financial model

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#### Funding

Our financial model is stable and sound

#### Commercial Strategy

Year on year, PAHMSA meets growth in yield targets

#### Our People

We have created a clear and defined management structure, underpinned by a positive workplace culture

#### Climate Change

Climate change actions meeting determined targets

# What Does Success Look Like ?

### Current State

- Post-COVID re-imagination
- Changing visitor profile
- Cost of operations increasing
- Technological advancement
- Impacts of climate change

### Future State

- Be the organisation and the places that other cultural heritage 'leaders' look to for inspiration, innovation and advice
- Be recognised as a global leader in convict story-telling
- Ongoing conservation, management and celebration of our heritage values
- We will have engaged staff, working together in cross-unit teams, and enjoying work every day
- Be a great organisation to work for
- We support our conservation and interpretation via self-generated and government funding

