



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

2023–24

30 MAY 2023



Statement of Corporate Intent 2023–24

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 2023–24 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. Michael Ferguson MP
Treasurer

Hon. Nick Duigan MLC
Minister for Heritage

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INTRODUCTION

This Statement of Corporate Intent (SCI) for the 2023–24 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

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.

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The strategic direction of PAHSMA for the period of the Corporate Plan maintains focus on organisational improvement and ongoing sustainability. The success of PAHSMA relies on the effective implementation (and communication) of PAHSMA's renewed business strategy.

PAHSMA's strategic intent is based on:

- Meeting and excelling at our conservation obligations
- Connecting people to the Australian Convict Story
- Meaningfully reaching domestic and international audiences
- Sustainable funding and rebuilding commercial viability
- Consolidation then sustainable growth
- Being responsive.

The key priority for the 2023–24 year is to improve and consolidate the organisation – its people and its systems - to enable future success. Our initial priority is on foundational “bridging” actions that will stabilise the operational output of the organisation post COVID-19, and ensure we have a solid platform for implementing strategic projects. PAHSMA's roadmap is based on the goals of excellence in conservation, heritage, tourism, and business efficiency. This roadmap will be used to assist PAHSMA to achieve the following strategic priorities (SP) over the coming 5 years:

- **Foundational Pillar 1 – Organisational Excellence**
- **SP1 Conserve – Conservation & Heritage**
- **SP2 Engage – Interpretation & Engagement**
- **SP2 Engage – Visitor Experience**
- **SP3 Sustain – Sustainability**
- **SP3 Sustain – Workplace Culture**

It is noted that the improvement initiatives included in our Strategic Plan have not been reflected in the financial forecasts beyond 2023-24.



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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 2023–24 and in accordance with the Treasurer's Instructions.

Financial projections in this Performance Statement remain highly sensitive to the impacts of visitation fluctuations on tourism revenue, staffing and general operational costs.

The cost of the conservation and maintenance of the historic sites under PAHSMA's management is reliant upon annual State Government grant funding, profits derived from commercial activities, and through any additional Australian Government grants sourced for specific projects.

Underpinning the delivery of the 2023–24 Corporate Plan is the Government's commitment to provide an additional \$2M in 2023–24 in support of the ongoing recovery from COVID-19.

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.

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Financial Targets

The financial targets outlined in the 2023-27 Corporate Plan are largely determined by tourism industry projections for visitation to the State combined with product and pricing strategies and other initiatives to improve commercial outcomes.

Based on the assumptions used in the Corporate Plan, the financial performance targets for 2023-24 are detailed below.

	Target 2023-24
Operating profit/(loss) (\$'000)	515
Commercial Revenue (\$'000)	22,427
Commercial Expenses (\$'000)	18,195
Yield per day visitor - PAHS	\$59.75
Yield per day visitor - CFF	\$26.68
Conservation, Infrastructure, Education and Interpretation Funding (all sites)(\$'000)	6,418
Conservation, Infrastructure, Education and Interpretation Operating Expenses (all sites)(\$'000)	10,135



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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 2023-24
Port Arthur Historic Site – Day Entry visitors	340,000
Port Arthur Historic Site - Ghost tour participants	21,700
Cascades Female Factory visitors	40,100
Employee Satisfaction (TSS Survey)	60+
% of conservation project completed on time and on budget	80%