



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

2024–25

FEBRUARY 2025



Statement of Corporate Intent 2024-25

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 2024–25 financial year.

This Statement of Corporate Intent has been agreed between:

Enrico De Santi
Acting Chair

Port Arthur Historic Site Management Authority
On behalf of the Board

Hon. Guy Barnett MP
Treasurer

Hon. Madeleine Ogilvie MP
Minister for Arts and Heritage



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INTRODUCTION

This Statement of Corporate Intent (SCI) for the 2024–25 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. This SCI has been amended to include the impacts of the \$15.95M water and sewerage infrastructure upgrade as approved in the Tasmanian State Budget 2024-25.

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 for the life of this plan is to evolve and adapt the organisation post COVID to ensure it has a viable and sustainable future. This undertaking will ensure we are ready for new generations of visitors, to have the resources to be able to conserve and present our World Heritage sites, to be climate change ready and to have the technology and training that our workforce needs to excel.

For the 2024-25 period, PAHSMA will undertake to meet its legislated heritage and conservation obligations expected for the care of World Heritage sites, and fully understand the cost of conservation, presentation and interpretation for its three sites.

Key projects for the 2024-2025 period include:

- 2023-28 Strategic Plan implementation - PAHSMA will continue to implement Stage 1 of the Strategic Plan.
- Heritage Management Plan - PAHMSA has completed and will start implementing its Heritage Management Plan (HMP). The HMP is a key document that dictates conservation and interpretation decisions.
- Business Model reform - PAHMSA will continue to review, test and implement departmental business models to increase efficiencies and profits where applicable, using evidence defined in key documents such as the Asset Management Plan and Commercial Plan.
- Organisational Structure reform - The employment market is highly competitive. PAHSMA's ability to attract capable applicants to key roles is limited by its regional location and demand-driven employment market. Organisational structure reform will be undertaken to assist with addressing this challenging environment.
- Culture Action Plan - Ensuring a safe and fair workplace remains a priority for the organisation. We have committed to work collaboratively to develop a Culture Action Plan and deliver the initial improvement phase over the next two financial periods. Our aim remains to ensure that PAHSMA has a skilled, engaged and developing workforce, and an inclusive and agile culture.

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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 2024–25 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, education, interpretation, 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 2024–25 Corporate Plan is the Government's commitment to provide the final instalment of \$1M of \$2M originally budgeted to be received in 2023-24. This additional funding was in support of PAHSMA's ongoing recovery from COVID-19 and is to be acquitted by way of Grant Deed against strategic initiatives.

Following confirmation of the State Budget, the upgrade of water and sewerage infrastructure is included in the budget at a cost of \$15.950M over 4 years. The Grant Deed for the funding of this work has been finalised and the timing for the receipt of funding and payment for works is based on the initial works program.

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.

Financial Targets

The financial targets outlined in the 2024-25 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 2024-25 are detailed below:



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	Budget 2024-25
Operating profit/(loss) (\$'000)	(580)
<i>Add Water & Sewerage Grant Revenue (\$'000)</i>	919
<i>Less Water & Sewerage Write-downs (\$'000)</i>	-
Total Operating profit/(loss) after Capital Grants (\$'000)	339
<i>Represented by:</i>	
<i>Commercial Revenue (\$'000)</i>	24,723
<i>Less Commercial Expenses (\$'000)</i>	22,315
Net Commercial profit/(loss) (\$'000)	2,408
<i>Yield per day visitor - PAHS</i>	\$ 59.70
<i>Yield per day visitor - CFF</i>	\$ 28.63
<i>Conservation, Interpretation, and Education Recurrent Grant Funding (all sites) (\$'000)</i>	4,487
<i>Less Conservation, Interpretation, and Education Operational Expenses (all sites) (\$'000)</i>	7,475
Net Conservation, Interpretation, and Education surplus/(deficit) (\$'000)	(2,988)
Operating profit/(loss) (\$'000)	(580)
<i>Water & Sewerage Grant Revenue (\$'000)</i>	919
Total Operating profit/(loss) after Capital Grants (\$'000)	339
<i>Conservation, Interpretation, Education & Infrastructure Capital Expenses (includes water & sewerage upgrade) (\$'000)</i>	1,319
Conservation Projects - % Scope, Time & Budget	80%



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	Budget 2024-25
Water & Sewerage Project	
Water & Sewerage Grant Funding Received (\$'000)	2,950
Less Project Spend (\$'000)	919
Water & Sewerage Grant Liability (\$'000)	2,031

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:

	Budget 2024-25
Port Arthur Historic Site – Day Entry visitors	355,000
Port Arthur Historic Site - Ghost tour participants	24,200
Cascades Female Factory visitors	39,100
Employee Satisfaction (TSS Survey)	60+