Annual Report 2004





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The newly refurbished Asylum building seen over an 1890s photograph



Dr Barry Jones presenting PAHSMA's nomination for the National Heritage List to the Federal Minister for Environment and Heritage, Hon Dr David Kemp at the Female Factory, Hobart



Tasmanian Premier, Jim Bacon, and Dr Barry Jones open the Point Puer Boys Prison site

Highlights of the Year

Awards

- Won inaugural Tourism Council Tasmania (TCT) "Heritage and Cultural Tourism" Award
- Won TCT "Major Tourist Attraction" Award for the 4th consecutive year
- Won 3 Tidy Town Awards for the 2nd consecutive year

Organisational

- Record Daytime Visitor numbers up by 12% to 253,122
- Record Historic Ghost Tour numbers up 8% to 58,951
- Assumed responsibility for Coal Mines Historic Site
- Prepared a submission to the Tasmanian Government for conservation funding for 2005-10
- Prepared a submission, at the request of the Portfolio Minister on a possible expanded PAHSMA role, relating to other Tasmanian Government-owned convict sites
- Appeared before the Government Business Enterprise Scrutiny Committee Hearing
- Introduced computerised Point of Sale system to retail areas
- Launched new website
- Produced Ghosts of Port Arthur DVD
- Continued growth and market presence of Port Arthur Region Marketing Ltd.
- PAHSMA staff delivered a number of papers at various heritage/tourism forums
- Assisted Tasman Institute of Conservation and Convict Studies (TICCS) on a number of projects
- Completed draft PAHS Staff Agreement
- 20 staff entered into training agreements
- Provided work experience to Tasman District School and VET students

Events & Community Relations

- Hosted the Port Arthur Muster
- Hosted a performance of The Naming in the Separate Prison
- Hosted the Harmony Day Dance & Music Festival
- Launch of Partnership Agreement between Tasman Council and State Government
- Installed plaque on Memorial Avenue to commemorate local WWI soldiers
- Participated in Tasman Council Future Search community forum
- Launched the Port Arthur Descendants' Group
- Presented an Archaeology Week activity program
- Presented the Port Arthur Talks Program
- Presented a successful Summer Plays program, including the new play A Boy's Life
- Operated a successful Public Archaeology program
- Hosted the Port Arthur Boxing Day Wood Chop Carnival
- Hosted a Carols by Candlelight service

Conservation & Infrastructure

- Submitted a nomination for National Heritage Listing
- Opened the Convict Study Centre
- Constructed pathway systems at Point Puer Boys Prison site for guided tours
- Published Transcribing Tasmanian Convict Records
- Operated successful volunteer Archaeology and Architecture Summer Programs
- Launched Public Place Recycling
- Launched two new guided tours – the Point Puer tour and a revamped introductory tour

- Completed the Point Puer Jetty
- Completed the Mason Cove Jetty Shelter
- Completed an upgrade of the Visitor Centre ticketing counter and Gift Shop
- Constructed the Commercial Operations Store
- Partners in a CRC Research Project for interpretation evaluation
- Set up database software for archaeology collections
- Completed the Visitor Centre Carpark Masterplan
- Hosted an Australasian Institute of Maritime Archaeology (AIMA) Conference
- Adopted the PAHS Archaeology Plan
- Completed an archaeological assessment of Garden Point
- Completed an historical study of convict period cemeteries at Premaydena and Saltwater River
- Undertook a major program of conservation work at the Youth Hostel (Roseview)
- Undertook work to reconstruct the former Commandant's House garden
- Organised a program of traditional shingle splitting
- Refurbished the floors and walls of the Junior Medical Officer's House
- Reconstructed dry stone walls to Radcliffe Creek
- Completed a survey of historic flowering trees and shrubs on the Site
- Commenced a maintenance work program at the Coal Mines Historic Site
- Assisted in the preparation of successful Commonwealth grant applications for conservation work at other convict sites
- Completed two historical research reports on convict shipbuilding at Port Arthur



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Photography supplied by PAHSMA Nick Osborne Peter Whyte

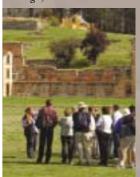
Port Arthur Historic Site Management



Tug of war game at the Family Activity Centre in Summer



Hon. E Gough Whitlam AC QC with Dr Barry Jones and Guiding Manager, Trish Melinz



Tour group in front of the Penitentiary

STATEMENT OF COMPLIANCE

The Hon. Ken Bacon MHA Minister for Tourism, Parks and Heritage Parliament House

In accordance with section 55 of the Government Business Enterprises Act 1995, we hereby submit for your information and presentation to Parliament the Report of the Port Arthur Historic Site Management Authority for the year ended 30 June 2004.

The report has been prepared in accordance with the provisions of the *Government Business Enterprises Act* 1995.

Signed in accordance with a resolution of the Board.

Scott Gadd Director

Wendy Kennedy

Director

29 September 2004

Conservation Expenditure

In the opinion of the directors of the Port Arthur Historic Site Management Authority, all grants, including Capital Investment Program Funds, provided by the Tasmanian Government for conservation expenditure, have been reported in accordance with Treasurer's Instruction GBE 08-52-01P Accounting for Grants used to Fund Conservation Expenditure.

Signed in accordance with a resolution of the Board.

Scott Gadd Director

Wendy Kennedy

Director

29 September 2004

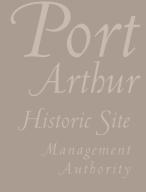
Visitors of Interest

VIPS

- Federal Minister for the Environment and Heritage, Hon Dr David Kemp MP
- Kate Lackey, High Commissioner for New Zealand
- Hon E. Gough Whitlam AC QC and Margaret Whitlam AO
- A delegation from Norfolk Island including the Chief Minister, Geoff Gardner, the Crown Counsel, Graham Rhead, and the former Deputy Chief Minister, Owen Walch
- The Ambassador of the Republic of Poland, His Excellency Mr Jerzy Wieclaw
- Consul General for the United States of America, Mr David Hopper
- Mike Collins, Chair of the NSW Heritage Council
- Members of the Tasmanian Legislative Council

Film Crews, Journalists and Agents

- Channel Nine, Brisbane '[HOT] Source'
- John Crook, The Travel Man
- Mal and Lorraine Leyland
- Jenny Burns, Travel Editor for the Australian Federation of Travel Agents
- Noire Quintos, Senior Editor of National Geographic Traveller Magazine
- Karen Robinson, Editor of The Sunday Times, UK
- Film crews from Denmark and Greenland producing a documentary on Tasmania in the lead up to the Danish Royal wedding





Hon Dr David Kemp MP with Peter Romey, Director of Conservation & Infrastructure



Cruise ship Star Leo II at Port Arthur

Port Arthur Historic Site Management Authority

Since its creation in 1987, the Port Arthur Historic Site Management Authority (PAHSMA) has been responsible for preserving and maintaining one of Australia's most important heritage sites and major tourism destinations. Ensuring the preservation and maintenance of the Historic Site as an example of a major convict settlement and penal institution of the 19th century

Our Vision

'To conserve, manage and promote the Port Arthur Historic Site as a cultural tourism place of international significance'



This responsibility requires balanced and well-researched strategies to ensure that Port Arthur's visitors receive both maximum enjoyment and value for their money, while at the same time conserving the cultural significance of the former Port Arthur penal settlement.

Legislation

PAHSMA operates under the provisions of the following principle acts of State Parliament:

- Port Arthur Historic Site Management Authority Act 1987
- Government Business Enterprises Act 1995
- Historic Cultural Heritage Act 1995
- National Parks and Reserve Management Act 2002

Portfolio Minister

The Minister for Tourism, Parks, and Heritage, Ken Bacon MHA, is the Minister responsible for the activities of PAHSMA.

The Role of the Authority

The Port Arthur Historic Site Management Authority Act 1987 defines the functions of the Authority as:

- Coordinating archaeological activities on the Historic Site
- Promoting an understanding of the historical and archaeological importance of the Historic Site
- Promoting the Historic Site as a tourist destination
- Providing adequate facilities for the use of visitors
- Using its best endeavours to secure financial assistance by way of grants, sponsorship and other means

Our Statement of Purpose

To manage the Port Arthur Historic Site by:

- Conserving the heritage values of the Site
- Creating a unique and interactive visitor experience
- Ensuring its financial viability
- Valuing its staff
- Involving the community



Executive Team (left to right)
Leanne Flood, Peter Romey, David Nowell, Stacy Brennan, Stephen Large, Maria Stacey

CHAIR'S REPORT

As Chair of the Port Arthur Historic Site Management Authority (PAHSMA) I am pleased to report on the year ending 30 June 2004, a year of continuing growth and success for PAHSMA.

Building on the record visitor numbers experienced last year, Day Visitor and Historic Ghost Tour numbers established new records in 2003-04. Staff in all areas of Tourism Operations are to be commended for managing the unprecedented numbers of visitors with apparent ease and continuing to provide the highest levels of service at all times.

In May, I attended the signing and launch of the Tasman Partnership Agreement between the Tasman Council and the Tasmanian State Government, an agreement that consolidates the cooperative relationship between Council and State Government agencies. PAHSMA played an important role in developing the Agreement and will be actively involved in the implementation, particularly in relation to tourism and infrastructure development initiatives.

Also in May, Dr Bruce Felmingham and colleagues from the School of Economics at the University of Tasmania completed a study entitled Contribution of the Port Arthur Site to the Welfare of Tasmania The study was commissioned by PAHSMA as a follow-up to a similar 1999 study that examined the economic impact of PAHSMA's operations on the Tasmanian economy. 2003-04 represents the fourth year of the five-year conservation funding program provided by the State Government. The Felmingham report concluded that PAHSMA makes a substantial economic contribution to the local and wider community, and that the level of contribution has increased significantly since the commencement of the current fiveyear conservation funding program. The findings provide clear evidence of the value generated by the Tasmanian State Government's investment in Port Arthur.

At the request of the Tasmanian Government, PAHSMA prepared a submission for a further five-year funding commitment. This will ensure PAHSMA's ability to continue essential conservation work programs which will enable the Authority to preserve and promote this iconic internationally significant site in the best manner possible. PAHSMA also prepared a submission on a possible expanded role relating to other Tasmanian Government-owned convict sites PAHSMA has already assumed responsibility for the Coal Mines Site at Saltwater River.

In April, I presented PAHSMA's nomination for the newly created National Heritage List to the Federal Minister for Environment and Heritage, Dr David Kemp. When accepted, Port Arthur's inclusion on the National List will mark a significant step in progress towards World Heritage Listing for Port Arthur.

PAHSMA's Conservation & Infrastructure Department continues to set world's best practice standards for cultural heritage conservation management. Major Conservation and Infrastructure achievements in the year include:

- Adopted the PAHSMA Archaeology Plan
- Opened the Convict Study Centre
- Constructed pathway systems at Point Puer Boys Prison site for guided tours
- Published Transcribing Tasmanian Convict Records
- Operated successful Volunteer Archaeology and Architecture Summer Programs
- Launched two new guided tours – the Point Puer tour and a revamped introductory tour
- Launched Public Place Recycling
- Completed the Point Puer Jetty
- Completed the Mason Cove Jetty Shelter
- Completed an upgrade of the Visitor Centre Ticketing Counter and Gift Shop
- Constructed the Commercial Operations Store
- Partners in a CRC Research Project for interpretation evaluation
- Set up database software for Archaeology Collections
- Completed the Visitor Centre Carpark Masterplan
- Completed an archaeological assessment of Garden Point
- Completed an historical study of convict period cemeteries at Premaydena and Saltwater River
- Undertook a major program of conservation work at the Youth Hostel (Roseview)
- Undertook work to reconstruct the former Commandant's House garden
- Organised a program of traditional shingle splitting
- Refurbished the floors and walls of the Junior Medical Officer's House
- Reconstructed dry stone walls to Radcliffe Creek
- Completed a survey of historic flowering trees and shrubs on the Site
- Commenced a maintenance work program at the Coal Mines Historic Site

- Assisted in the preparation of successful Commonwealth grant applications for conservation work at other convict sites
- Completed two historical research reports on convict shipbuilding at Port Arthur

The year also brought changes and sadness.

Jim Bacon, Tasmania's Premier, PAHSMA's Portfolio Minister, and a strong advocate for the Site, died on 20 June after a short illness. Jim loved the Site and visited frequently, and he made an enormous contribution to PAHSMA. He will be very much missed by the Board and PAHSMA staff, and we extend our condolences to Jim's wife, Honey, and his family.

Dr David Crean, Tasmania's Treasurer, and also a strong supporter of PAHSMA, resigned in February. On behalf of the Board, I thank Dr Crean for his interest, enthusiasm and long-standing support for the Site and wish him well for the future.

In March, Jeff Kelly departed the PAHSMA Board after serving for more than two years. Jeffs dedication and contribution to PAHSMA has been greatly appreciated. The Board thanks Jeff for his service and wishes him well for the future.

The Board extends a very warm welcome to Scott Gadd, who was appointed to the position of Secretary of the Department of Tourism, Parks and Heritage in March and has now joined PAHSMA Board.

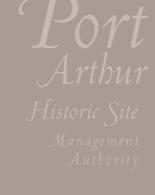
I wish to thank my fellow Board members, particularly my Deputy Chair, Sharon Sullivan, and acknowledge the very valuable contributions and the support provided to PAHSMA by:

- The Tasmanian State Government
- The Board and members of Port Arthur Region Marketing Ltd.
- The Port Arthur Conservation Advisory Committee
- Port Arthur Cruises
- The local community
 Finally, on behalf of the Board,
 I thank PAHSMA staff for their
 commitment and enthusiasm
 throughout the year.

We look forward to the challenges of the coming year.

B-Dog

Hon Dr Barry O. Jones AO





Dr Barry Jones



Stephen Large

CHIEF EXECUTIVE OFFICER'S REPORT

It gives me great pleasure to report that the Port Arthur Historic Management Authority (PAHSMA) has enjoyed another very busy and successful twelve month period, with much being achieved by the Authority in the reporting period to 30 June 2004.

There are many highlights, most of which will be covered in this report, however none more so than the continued strong growth in visitor numbers over the last year, further reinforcing the importance of the Port Arthur Historic Site to the Tasmanian tourism experience. Daytime visitors to the Site for the twelve month period were 253,122, an increase of 12% on the previous year and 7% above budget. Historic Ghost Tour numbers showed a similar trend

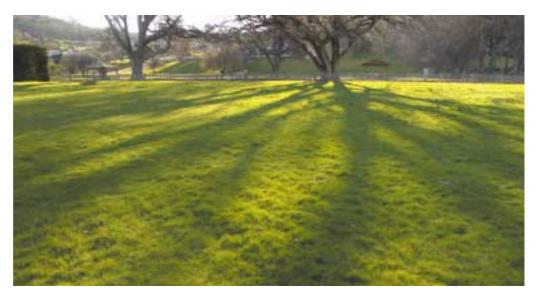
PAHSMA staff have responded in doing that extra bit to ensure a fulfilling and meaningful experience is had by all visitors to the Site.

Much credit must also go to the PAHSMA Board for the Authority's achievements during the last twelve months, and I thank each member for their contribution and commitment during this time. The Board has worked hard to increase the profile of the Site within and beyond Tasmania. These efforts have culminated in the nomination of the Port Arthur Historic Site for inclusion on the National Heritage List established by the Commonwealth Government earlier this year.

During the last year there have been a number of projects

project for interpretation evaluation, the publication of 'Transcribing Tasmanian Convict Records', setting up a database for PAHSMA's archaeology collection and the reconstruction of dry stone walls to Radcliffe Creek, together with assuming responsibility for the Coal Mines Historic Site from the Tasmanian Parks and Wildlife Service.

Much has also happened within the Tourism operations of the Authority including the introduction of a new computerised Point of Sale system in the retail area, the production of a *Ghosts of Port Arthur* DVD, the presentation of a very successful Summer Plays program, an upgrade of the Visitor Centre ticketing counter and Gift Shop,



with 58,951 participating in tours over the year, an increase of 8% on last year.

This success reflects a growing interest in the Port Arthur Historic Site and the effective way Tasmania has been promoted by the Tasmanian Government through Tourism Tasmania, and the increased profile and effectiveness of Port Arthur Region Marketing Ltd (PARM).

The large increase in visitor numbers over the last two years has, however, presented challenges in all areas of the Authority's operations. It is gratifying to report how capably completed or commenced by the Conservation and Infrastructure Department such as the opening of the Convict Study Centre, construction of a number of pathway systems at Point Puer, completion of the jetty infrastructure at Point Puer, building a jetty shelter at Mason Cove, reconstruction of the former Commandant's Garden, hosting the Port Arthur Muster and the subsequent formation of the Port Arthur Descendants Group, launching two new guided tours, operating another successful public archaeology program, joining a research

construction of a large storage facility for the food and beverage operations, significant progress with thematic interpretation and continuing enhancements to the operations and financial position of PAHSMA's tourism areas.

The Authority has continued to work hard in engaging and working with the local community in relation to activities on the Site. This year has involved working closely with the Tasman Council on projects such as the formation of a Partnership Agreement with the State Government, hosting the Harmony Day Dance & Music Festival and participating

in the Tasman Council Future Search Conference as well as hosting the annual Port Arthur Sports Day, Carols by Candlelight service, and a Port Arthur Talks program presenting an array of prominent Following a request from the Authority's Portfolio and Stakeholder Ministers, a detailed submission on the conservation and infrastructure requirements for the five years from July 2005 Studies, Port Arthur Cruises, Port Arthur Conservation Advisory Committee, our volunteers and the local community all of whom have provided substantial support



speakers to interested community members. PAHSMA, in conjunction with the Tasman District School, also provides a complete work experience program on site for students, and sponsors the local radio station and many other community groups and events.

PAHSMA maintains a policy that gives Tasmanian businesses every opportunity to compete for the Authority's work whenever its services are competitive in terms of quality and price. A number of local and other Tasmanian businesses have been contracted by the Authority over the last twelve month period.

PAHSMA has now completed the fourth year of the five-year conservation funding program provided by the Tasmanian Government in May 2000. The five-year funding program for essential conservation works has been a critical factor in turning around a site that some years ago was in serious difficulty from a conservation, financial, human resource and community perspective.

Much has been achieved with some outstanding returns from a heritage, tourism, economic, education and community perspective. to June 2010 has been prepared by PAHSMA for consideration by the State Government. Future support especially for the funding of essential conservation work at Port Arthur, is critical in being able to keep the ongoing momentum at this valuable, Tasmanian iconic Site.

To support this funding submission, the Authority commissioned Dr Bruce Felmingham, Bruce Page and David Paulin from the School of Economics, University of Tasmania to complete a study on the Contribution of the Port Arthur Site to the Welfare of Tasmania. The study concluded that the Port Arthur Site contributes 286 employment positions, wage income of \$8.78m and adds \$25.1m to Tasmania's Gross State Product.

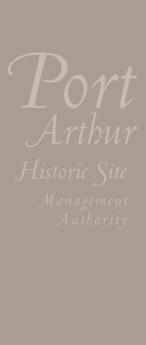
In closing I must thank for their contribution in the last year our key stakeholders, being the Tasmanian Government through the Department of Tourism, Parks, Heritage and the Arts, Department of Treasury and Finance, Tourism Tasmania, the Board and staff of PARM, Tasman Council, Tasman Institute of Conservation and Convict

in what has been an excellent year for PAHSMA.

Finally to the PAHSMA Executive team and all members of staff: your efforts and commitment in what has been a very busy and satisfying year for the Port Arthur Historic Site is greatly appreciated.

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Stephen Large Chief Executive Officer



Dr Barry Jones



Sharon Sullivam



Margaret Scott

Directors' Profiles

Hon Dr Barry Jones AO

MA, LLD, DLitt, DSc, DUniv, FAA, FAHA, FTSE FASSA, FRSA, FRSV, FACE, FAIM

Barry was Minister for Science 1983-90, National President of the ALP 1992-2000 and is the only person elected as a Fellow of all four learned academies.

Sharon works as a cultural heritage consultant. She works with the Australian Government, the World Bank, the World Monuments Fund, the Getty Conservation Institute and the Government of the People's



PAHSMA Board (left to right) Stephen Large, Barry Jones, Margaret Scott, Scott Gadd, Sharon Sullivan, Wendy Kennedy

Dr Barry Jones has been a member of the PAHSMA Board since 22 March 1999, and Chair since 26 July 2000. He was foundation Chair of the Cooperative Research Centre for Coastal Zone Estuary and Waterway Management. He is a Visiting Fellow of Trinity College, Cambridge, Chair of the Victorian Schools Innovation Commission and a Board member of CARE Australia, CERA, Macfarlane Burnet Institute, Seagrass Partnership and the National Stem Cell Centre.

He was the Australian Representative for UNESCO Executive Board from 1991-95, Vice Chairman of the World Heritage Council from 1995-96 and Board Member of Australia International Council on Monuments and Sites (ICOMOS) from 1998. Barry is well known for his political career. He holds doctorates in Science and Literature and was made an Officer of the Order of Australia in 1993

In January 1998 Barry was the Deputy Chairman of the Constitutional Convention.

He brings to his position a network of contacts throughout Australia, developed through his role as Australian vicepresident of the ICOMOS and his chairmanship of the Heritage Convention in Canberra in 1998.

Sharon Sullivan

BA (Hons) MA (Hons) Dip Ed, University of New England, Honorary Doctorate, James Cook University

Sharon is the retired Executive Director of the Australian Heritage Commission and the former Australian Government representative on the World Heritage Committee. She has worked and published extensively on cultural heritage management issues for thirty years in Australia and overseas, including the USA, China, Africa and Cambodia.

Republic of China. She is also an Adjunct Professor at the University of Queensland, James Cook University of North Queensland, and the University of New England.

She is a Fellow of the Academy of the Humanities, a member of ICOMOS and its National Executive Committee, a member of the Institute of Aboriginal and Torres Straight Islander Studies and of the NSW Heritage Council, and Chair of the National Cultural Heritage Forum.

Margaret Scott

BA (Hons), MA, PhD, DLitt

Margaret is a writer of poetry, fiction and non-fiction. She is currently completing a study of ageing in Australia and a novel based on the history of the Tichborne Claimant, both commissioned by Random House. She is a public speaker, a member of the Tasman Trust and patron of the Society of Women Writers, Australia.

Margaret spent four years working in the Research Branch of the Tasmanian Education Department and 24 years teaching and researching as a member of the English Department of the University of Tasmania. In this and other work, Margaret has been much concerned with exploring and revealing what is to be found in Tasmania, especially its literature and history. She is the author of four collections of poetry, including Collected Poems, a collection of essays and stories Changing Countries, two novels and a 1998 study of the Port Arthur massacre Port Arthur A Story of Strength and Courage.

Margaret has written numerous articles on Tasmanian writers and associated topics, and given papers, talks and workshops in most Australian states.

She has served in various capacities on many boards, acting as Chairperson of the Board of *Island* magazine (1980-95), was a member and Chairperson of the Literature Panel of the Tasmanian Arts Advisory Board, and an assessor assisting the Australia Council.

Wendy Kennedy

Wendy Kennedy is a multimedia personality with a national profile. As a producer she has created lifestyle and tourism programming for regional television stations for more than a decade. She continues to consult and produce visual products for a number of Australian Tourism operations.

Wendy is a member of the Tasmania Committee. As Official spokesperson for the Love This Place Campaign, she produced a series of positive stories about Tasmania and its people.

Wendy also holds the positions of Ambassador for the Tim Hawkins Memorial Trust Fund and Tasmanian Ambassador for the Variety Club.

Jeff Kelly

MBA, BA

Jeff Kelly is the former Secretary of the Department of Tourism, Parks, Heritage and the Arts. He took up the appointment two years ago after having been the Chief Executive of the Department of State Development for the previous four years.

Over the past 20 years, Jeff has held senior management positions in the public and private sectors and has also lectured in management at postgraduate level. He has served on the personal staff of three Australian Federal Government Ministers in the Industry and Commerce portfolio.

Jeff holds an MBA from the University of Tasmania, a BA in Social Sciences Economics/Law from the University of Canberra and is a Fellow of the Australian Institute of Management.

Mr Kelly left the position of Secretary of the Department of Tourism, Parks, Heritage and the Arts and the PAHSMA Board on 12 March 2004.

Stephen Large

FAIBF - Chief Executive Officer

Stephen Large has been the Chief Executive Officer of the Port Arthur Historic Site Management Authority since 1 July 2000. Prior to this, Stephen was employed by the Tasmanian State Government as the North West Regional Manager of the Department of State Development for a period of 11 years. He is currently a Director of Port Arthur Region Marketing Ltd and a Fellow of the Australian Institute of Banking and Finance Inc.

Arthur Historic Site



Wendy Kennedy



Jeff Kelly



Stephen Large



Conservation & Infrastructure

Conservation Management

The Conservation & Infrastructure Department undertook a substantial capital works program A number of important tourism infrastructure projects (capital and maintenance) were also completed during the year, with a total expenditure of \$1.47m against the estimated

The Plan establishes key management policies for matters such as standards and protocols, assessment and control of impacts, research imperative and design, and collections and information management.



at the Port Arthur Historic Site in 2003-04, comprising both conservation and infrastructure projects. The ongoing requirements of maintaining the complex fabric and landscape of the Site also occupied considerable staff and budgetary resources.

Stage 4 of the 2000-2005 Conservation Program was undertaken, with a total conservation expenditure of just under \$2.2m, a satisfactory budget performance in the context of an estimated budget expenditure for the year of \$2.14m. The majority of projects included in the program were completed or substantially completed, and a number of unprogrammed initiatives were also undertaken. These projects were undertaken in accordance with the principles and policies of the Port Arthur Historic Site Conservation Plan, which was adopted by the PAHSMA Board in April 2000.

The Conservation Program is funded by the Tasmanian Government under the Capital Investment Program allocation of \$10m over five years for conservation work at the Site.

infrastructure budget expenditure for the year of \$1.40m.

This again represents a satisfactory budget performance, although expenditure on the maintenance of tourism infrastructure exceeded budget expectations while expenditure on capital works was under budget. The quantum of expenditure on maintenance work arose because of the ongoing obligation to provide a high standard of amenity for what was a significant increase in visitor numbers during the year.

Research and Planning

PAHS Archaeology Plan

The Draft PAHS Archaeology Plan Part 1 (Policy), a key secondary planning instrument within the framework established under the PAHS Conservation Plan, was adopted by the Board in October 2003. The Plan was prepared by Archaeology Manager, Greg Jackman, and was subjected to an extensive peer review process during its formulation from both within and outside the Authority.

When fully implemented, the PAHS Archaeology Plan will comprise three modules, with Part 1 forming the theoretical and strategic basis for Part 2 (Information Systems) and Part 3 (Technical Procedures).

Islands of Vanishment Conference Papers

Following on from the very successful conference held at Port Arthur in June 2002, PAHSMA has been involved in selecting, editing and publishing some of the key papers delivered at the conference. The conference theme was "Exploring, conserving and interpreting places which commemorate painful or ambivalent themes in the history of our societies" and it provided a focus for exploring the nuances of meaning and memory of these places which "Resonate with strong emotional themes of tragedy, injustice, endurance and sometimes redemption".



Dr Barry Jones, Jody Steele, Dr David Kemp and Sharon Sullivan inspect on of the 2004 archaeological digs

The first volume of selected papers, including those by a number of eminent and internationally recognised speakers, was published in July 2003 as a special conference issue

The Port Arthur Historic Site is an outstanding example of a 19th century European colonial convict punishment settlement — an important foundation for Australia's sense of identity, invoking intense and, at times, conflicting feelings.

The terms of reference do however provide for the Committee to formally review the proposed Conservation and Infrastructure work program for the upcoming financial year,

Lort
Arthur
Historic Site
Management
Authority



of the Australia ICOMOS journal *Historic Environment*. The second volume, which contains papers about Port Arthur by a number of presenters including PAHSMA Conservation & Infrastructure professional staff, was published in late 2003.

National List Nomination

At the invitation of the Commonwealth Department of Environment and Heritage, a submission was prepared for the inclusion of the Port Arthur Historic Site on the new National Heritage List, which came into being on 1 January 2004. The National Heritage List is the result of an amendment to the Environmental Protection and Biodiversity Conservation Act 1999, which now applies to places that are of cultural significance at the national level.

The nomination document was prepared by heritage consultant Mary Knaggs. It demonstrates that Port Arthur is unquestionably of national significance, and that significance warrants its inclusion on the National List. The nomination document states that:

It is a nationally significant symbol of Australia's convict past, a highly revered icon that symbolically represents Tasmania's place in Australian history.

The nomination was formally presented to the Minister for Environment and Heritage, Hon Dr David Kemp MP, by the PAHSMA Chair, Dr Barry Jones AO, at a ceremony at the Female Factory in Hobart in April 2004. The presentation event received considerable coverage in electronic and print media across Australia

Port Arthur Conservation Advisory Committee (PACAC)

In August 2003, the Board established the Port Arthur Conservation Advisory Committee "to advise the Authority on matters of policy, methodology and implementation that have the potential to affect the cultural values of the Port Arthur Historic Site". PACAC is a development of the former Heritage Advisory Panel that had served Port Arthur well over a number of years, but with a forum/workshop approach to the discussion of issues and ideas rather than a formal process of review.

prior to its adoption and incorporation in the PAHSMA Corporate Plan.

The chair of the Committee is Melbourne-based heritage consultant, Kristal Buckley, who is also the President of Australia ICOMOS. PACAC comprises ex-officio representatives of the Commonwealth Department of Environment and Heritage, the Tasmanian Heritage Office and the Tasmanian Museum and Art Gallery, as well as a number of other personnel with expertise in Tasmanian history, cultural landscapes and garden history.



Grounds & Garden crew members, Ted and Gareath Plummer

PACAC met four times in 2003-04. The first meeting, in September, focussed on the issue of interpreting the cultural landscape of Port Arthur, particularly in regard to vanished elements from the 1830-1877

Publications

The publication Transcribing Tasmanian Convict Records was launched in August at the Port Arthur Muster by Professor Michael Roe. Written by

Resource Centre

The Resource Centre continued to expand throughout 2003-04, with the purchase of many new titles and the cataloguing of new and existing documents including

the extensive collection of historic photographs.

The Convict Research Project transcribing the records of Port Arthur convicts continued throughout the year. The Public Enquiry Service that provides assistance in researching convict ancestors and transcribing convict records remains popular, and is funded on a fee-for-service basis. As well as providing the opportunity to learn more about the convicts that came through Port

Arthur, the service provides an opportunity to make contact with their descendants.

In April Ken Lee, a long standing PAHSMA guide and part-time research assistant in the Resource Centre, was appointed to the position of Resource Centre Assistant following the departure of Susan Carr. In previous roles, Ken made a substantial contribution to the work of the Authority over many years and his knowledge of the Resource Centre collection, and Port Arthur's history both historic and corporate, is a welcome addition to the Department.

Sadly Keith Moulton, an inspirational volunteer convict records transcriber for almost seven years, departed for Victoria in December. However, new volunteers Pam Fenerty and Jean Kirby have taken up the challenge of transcribing Tasmanian convict records.



Ian Boersma and Julia Clark viewing a door bandle from the Asylum building

The newly completed Convict Study Centre

convict period (walls, fences, agriculture etc.). Meetings in March and December discussed issues relating to the archaeological investigation of historic cemeteries and also reviewed the Conservation and Infrastructure work program for 2004-05. The June meeting provided valuable feedback regarding the formulation of a PAHSMA House Museums Policy.

The workshop-based approach used at PACAC meetings provides extremely useful feedback for the ongoing development of conservation projects and policy within the Conservation and Infrastructure Department. The forum also facilitates cooperative exchanges of expertise between PAHSMA and other leading organisations in the field of conservation management (including the NSW Historic Houses Trust).

Resource Centre Coordinator Susan Hood, the book is a 64-page high quality A4 format publication that represents an important milestone for the development of Port Arthur as a centre of convict-period research.

Transcribing Tasmanian Convict Records is a comprehensive guide to assist academics, students and other researchers with an interest in interpreting the official records of those who were involuntary participants in the historical phenomenon of convict transportation to Van Diemen's Land. The publication has been very well received, and is selling at bookshops and institutions throughout Tasmania, Gould Genealogy in Adelaide and New South Wales Historic Houses Trust properties.

Other publications produced by the Authority, Caught in the Act: Unusual Offences of Port Arthur Convicts, Pack of Thieves? 52 Port Arthur Lives, and Gardens of Exile continued to sell well, providing an annual income of about \$29,000.

Public Events

Port Arthur Talks

As a result of the completion of the former Asylum Museum upgrade project, Port Arthur has a venue suitable for conferences and functions, including community events. During the year, the Asylum Museum complex provided the venue for the Port Arthur Talks, a series of public lectures organised by Resource Centre Coordinator, Susan Hood, and featuring eminent speakers discussing aspects of their work with the local community and PAHSMA staff.

The first speaker for 2003-04 was Professor Henry Reynolds in August, who spoke about the cultural evolution of Tasmania in *The Aftermath of Transportation – or Further Thoughts on the 'Hated Stain'*. Professor Trevor Sofield delivered a talk in November, entitled *Tourism Planning for Regional Development*, a subject very relevant to Port Arthur and its tourism context.

In January, Nigel Erskine, formerly the Director of the Norfolk Island Museum, presented *The Mutineer Settlement of Pitcairn Island — An Unlikely Success.* This was particularly well supported as was the next talk in March by ANU Visiting Fellow Dr John Carter entitled *James Aitchison: Rebel Without a Cause.* James Aitchison was one of the

Canadian 'patriots' transported in 1840 to Hobart for his part in the disastrous 1838 revolts against British rule in Canada. The final talk for 2003-04 was Digging for Real Dirt: What Archaeology Can Really Contribute to the Greater Community, presented by Hobart consulting archaeologist Parry Kostoglou. Parry spoke about his involvement in the excavation at the former Jewish cemetery in Hobart and the former tin mining area worked by Chinese immigrants in the north-east of the State.

Port Arthur Muster

2003 represented the 150th anniversary of the end of transportation to Van Diemen's Land. In August, PAHSMA hosted the Port Arthur Muster to mark this significant milestone in the history of European settlement in Tasmania. This Mirrored the original occasion in August 1853 when celebrations took place throughout the colony. Organised by Resource Centre Coordinator, Susan Hood, the event recognised the end of transportation and provided an opportunity to invite descendants of Port Arthur convicts and free people to the Site for a gathering similar to that held in the past for Isle of the Dead descendants.

The Port Arthur Muster was a great success that far exceeded expectations.

As a result of the Port Arthur Muster, the Port Arthur Descendants' Group was established. There are now more than 80 members, some of whom keep in regular contact with details of their family research. A twice-yearly Descendants' Group Newsletter allows members to share information about their individual research.

Archaeology

Archaeology Summer Program

The 2003-04 Archaeology Summer Program again provided a focus for archaeological research at Port Arthur. The program is arguably the most ambitious and comprehensive archaeology project undertaken on an annual basis in Australia. A great deal of earth and not a small number of Port Arthur's intriguing myths were explored during the summer, providing an invaluable wealth of data from which to construct new understandings of the functioning and meanings of the infamous penal station.

As in previous years, the program ran throughout January and February and was structured in two blocks of approximately 15 days field duration. The first block saw a continuation (and finalisation) of works at the Penitentiary ablutions and adjacent workshop sites, along with preliminary investigations of the Penitentiary muster ground. The second block focussed on the Dockyards precinct, investigating



Archaeology volunteers digging at the Dockyards



Grounds & Gardens Supervisor, Ross Reid, with English Daisies for Government Gardens

the sites of the first blacksmith's shop, the convict sawpit and steamer. A substantial amount of data and objects was recovered relating to the construction, evolution, use and decommissioning of these

Public Archaeology

Archaeology at Port Arthur received its annual boost through the Public Archaeology Program, this year run by Jody Steele and Justine Hobbs. During January Site, continued throughout the year. The Port Arthur archaeo-geophysics project is being undertaken as PhD research by Commonwealth Linkage scholarship holder Fiona Links.



New Summer Play 'A Boy's Life'

facilities, which were central to the economy of the penal station and the experiences of its inmates during its industrial period.

The program was supervised by Archaeology Manager, Greg Jackman, and Assistant Archaeologist, Richard Tuffin. It attracted approximately 30 volunteer participants (mainly archaeology students) from across Australia and overseas.

Aside from the obvious direct benefits of facilitating PAHSMA conservation and interpretive projects, the program provided volunteers with intensive practical experience, and hopefully a lasting culture of professional and bureaucratic patronage towards the Site.

and February, visitors to the Site were treated to twice-daily informative tours of the archaeological workings around the Penitentiary and site of the Commissariat Store. Children were invited to participate in excavations within the Parade Ground to locate evidence of the perimeter wall and water fountain

A new display on convict timberworking was installed in the former Police Station, further reinforcing the importance of this form of primary industry to the economy of the penal colony.

The Archaeology website was completely revised and updated to include the preliminary results of the 2004 archaeology summer season, and can be found at http://www.portarthur.org.au/archaeology-new/.

Archaeological Remote Sensing Project

Port Arthur's innovative partnership with the University of Tasmania Geophysics Department, which aims to use geophysical remote sensing to explore and understand the archaeological resources of the

Extensive geophysical surveying was carried out in a number of areas of the Site scheduled for subsequent archaeological investigations, including the Dockyards precinct, Penitentiary workshops and Parade Ground, and the Commissariat Store site. Further work took place on the Isle of the Dead, using GPR and seismic methods to map the bedrock and identify patterns of cultural disturbance within the convict-period cemetery. This was followed by selective soil augering, which helped calibrate the instruments and provided other important information about soil structure and chemistry on the island.

The collaborative research program is ending its data collection phase, and work throughout the remaining year of the three year project will focus on analysis and interpretation of results.



Jody Steele conducting Public Archaeology Program tour of 2004 digs

Arthur

Historic Site

Management Authority

Interpretation and Collections

Tour Development

PAHSMA's interpretation approach focuses on a strategy that relates tours to other interpretive presentations For example, the main theme of the orientation tour is reflected in some way in all other tours. This approach addresses the problem of tours at different levels either repeating the same information or presenting new information in a way that does not connect to what visitors have already heard. Specialist tours have been developed to supplement the Introductory Tour taken by most visitors

in a way that reinforces and reshapes the orientation of information and extends visitors' understanding of the Site.

In 2003-04, a new Introductory Tour was introduced. Working with the Manager Guiding, Trish Melinz, and a small group of guides, Interpretation and Collections Manager Julia Clark developed the tour which reinforces the theme used in the new Port Arthur Museum, that Port Arthur was designed as a machine to grind roques bonest.

The new tour was successfully launched in January with a series of workshops with guiding staff, and is now an integral component of the Port Arthur visitor experience.

A new Point Puer tour was also developed and launched.

Summer Plays

During January another very successful season of plays was run at the Site, with large audiences of enthusiastic visitors. In addition to the old favourites *The Man Who Threw a Stone at the King, A Convict's Tour to Hell* and *The Shingle Strike*, a new play was commissioned from Hobart

playwright Les Winspear entitled A Boy's Life. The new play is based on life at the boys' prison at Point Puer, and proved extremely popular with visitors.

Numerous comments received

Refurbishment of House Museums

Throughout 2003-04, PAHSMA undertook a program to refurbish the museums that occupy a number of the Port Arthur and Carnarvon





Guide, Karen Clarke, on tour at Point Puer

from visitors throughout the season indicated that they had not only thoroughly enjoyed the plays, but that they were also pleasantly surprised at the professional quality of the presentations.

Harmony Day Exhibition

An exhibition on multicultural convictism entitled 'When the world came to Port Arthur' was researched, developed and installed by Interpretation and Collections Manager Julia Clark to coincide with the Harmony Day Dance & Music Festival held on the site in March. The exhibition featured short biographies of 14 convicts who came to Port Arthur from a wide range of countries and ethnic backgrounds, including Great Britain, Canada, the USA, Mauritius, China, India, France, Italy, Germany, Jamaica, and even a South African bushman

period houses on the Site. The major part of the refurbishment work was carried out at the Junior Medical Officer's House and the Commandant's House. After considerable research, consultants were commissioned to complete the soft furnishing schemes for both houses.

In the case of the Junior Medical Officer's House, new curtains based on those shown in a sketch of Rose Cottage made in the 1830s were hung in the drawing room, giving the room a new and very feminine feeling. The Authority's collection of mid-late 19th century candlesticks were adapted to electric light, helping to achieve an appropriate style and level of illumination in both houses. Local upholsterer Sally Hirst was commissioned to make new loose covers and table covers to enhance the early 19th century 'authenticity' of the furnishing scheme in the Junior Medical Officer's House

A number of adjustments were also made to the furnishing scheme of the c1900 Carnarvon-period cottage Trentham. Overall, these refurbishment works are part of an ongoing process of fine tuning to present these important interiors to the visitor in as authentic a fashion as possible.



Display inside the Junior Medical Officer's House



Reconstruction of the Radcliffe Creek walls

Conservation Projects

Convict Study Centre

At the Port Arthur Muster in August the late Premier of Tasmania, the Hon Jim Bacon, opened the new Convict Study Centre in C-Wing (the northwest room) of the former Asylum Town Hall complex. Designed by Hobart architects JAWS 2, the centre is intended to provide a research resource for visitors to Port Arthur who have an interest in the convicts and free people who passed through Port Arthur, and who in many cases are tracing the lives of convict forebears.

The centre contains a number of display elements that illustrate the development of record keeping technologies from the quill pen to the laptop computer, and the main attraction is a publicly accessible computer database containing the particulars of convicts and free people who spent time at Port Arthur. The interior treatment of this room responds to the design elements of the Port Arthur Museum in the opposite wing. but at the same time takes on an appropriately different identity.

Initial responses from visitors have been very positive, and good use is being made of both the computer database and the hard copy publications.

Commandant's House Garden Reconstruction Project

In September the project to reconstruct the private walled garden attached to the Commandant's House commenced. The works comprise the reinstatement of the path layout, plantings (including fruit trees) and carriage way system. The scope of work was developed as a masterplan prepared by heritage consultant Mary Knaggs, which involved extensive research and drew on the results of the archaeological excavations carried out during a previous Archaeology Summer Program.

The project is being managed by Gardens & Grounds Supervisor Ross Reid, and implemented by the Gardens & Grounds crew. At the end of June 2004 the paths and carriage way had been reinstated, including the edging brick tiles, and the garden beds established. Further localised archaeological investigation is also in progress to identify and locate important features within the adjacent cultural landscape including an early pathway and steps leading to the semaphore originally located on the hill behind the Commandant's House.

The issue of the appropriate method of reinstating key lines of demarcation (including walls and fences) requires further consideration, and will be determined in accordance with the PAHSMA Vanished Elements Policy currently under development.

Conservation Maintenance

Throughout 2003-04 an intensive program of conservation maintenance projects was undertaken by the Buildings & Works crew assisted by a number of specialist tradesmen.

Examples of the works undertaken include the Junior Medical Officer's House which was closed for the month of July in order to renew the floor finishes and to repaint a number of rooms. Later in 2003 stonemasons James Turvey and Jason Green completed repairs to the convict period retaining wall in front of Jetty Cottage and replaced decayed cappings on the retaining wall north-west of the Church.

In the first half of 2004 a major program of repairs and repainting was undertaken at the c1895 Roseview (Youth Hostel). During the project a considerable amount of decayed exterior timber was uncovered, and the Buildings & Works Crew replaced weatherboards, window sashes and window frames. Under the supervision of Conservation Project Manager Ian Boersma, samples of layered paint were taken from areas to be stripped prior to commencement of work. The samples were bagged, tagged and archived The painting involved removal of deteriorated paint, priming, undercoating and finishing with enamel paints to approximate the 1920s colour scheme.



Refurbishing the Asylum portico

Substantial maintence works (chiefly painting) were also carried out to other buildings including Smith O'Brien's Cottage, Pat Jone's Cottage, the Commandant's House and Clougha.

Radcliffe Creek Stone Walls

In mid-2003 a substantial program of repairs and reconstruction began the partially collapsed drystone retaining walls flanking both banks of Radcliffe Creek. The work to the section immediately east of the Champ Street bridge was undertaken by stonemason James Turvey, assisted by members of the Gardens & Grounds crew. The crew were also involved in the project to reconstruct the section of wall adjacent to the Asylum Town Hall, which was supervised by masonry contactor Mark Kirby.

The project was made particularly difficult by unusually heavy rains

A number of buildings at Port Arthur (seven in total) have shingled roofs, and the appropriate conservation response is to maintain these rather than replace them with corrugated steel. However, it is increasingly difficult to source splitting logs that are sufficiently durable and of a suitable size to produce shingles, so the opportunity to source such timber was very welcome.

Experienced shingle splitter Graham Green was contracted to turn the logs into shingles, and work commenced in the first week of July. Most splitting work was undertaken on the Site, giving visitors an opportunity to watch this old craft being practised.

By the end of September, the last of the black peppermint logs had been split into roof shingles, with some used for fencing posts and rails. It is estimated that the logs yielded more than 7000 shingles, 30 adzed rails and 30 or more posts.

Summer Volunteer Program (Architecture)

The successful Architecture Summer Program was run again in 2003-04. The initiative builds on the concept of the established Archaeology Summer Program and aims to further develop Port Arthur as a centre for expertise and training in conservation disciplines.

The 2003-04 program produced a valuable body of research work, as well as providing the volunteers with valuable practical experience in the conservation field. Four architecture student volunteers participated in the program, two of whom were overseas students currently studying at Curtin University in Western Australia and the other two were Tasmanian students from the University of Tasmania.

The following projects were undertaken during the program:

Wallpaper-cleaning, sorting, bagging and tagging, scanning



Porcelain doll's head uncovered in the 2004 digs

throughout the work, and the scope of work was also extended to include repairs to the sea wall around Mason Cove necessitated by damage from heavy seas.

Shingle Splitting

In mid-2003 a quantity of suitable black peppermint logs was obtained with the assistance of Forestry Tasmania (Triabunna), for the production of traditional shingles.

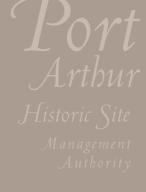
The shingle splitting project had a number of secondary benefits to the Site. As the actual splitting work was undertaken on site, the carrying out of this traditional craft provided an additional item of interest for visitors which was very favourably received. Moreover, two workshops were also conducted by Graham Green with PAHSMA staff to enhance their skills in the craft.

samples that had been collected from convict related places on the Peninsula in the course of the past three years.

Paint-sampling, bagging and tagging at Roseview and the Junior Medical Officers House.

Measured drawing (site work only) - former hospital at Saltwater River.

Design exercise - hypothetical scheme for new dwelling in a historic setting (Saltwater River).





Reproduction Urn, Government Gardens



Summer Archaeology volunteers at work



Hon Brian Green launches Public Place Recycling Program at Port Arthur



The newly completed Mason Cove jetty shelter

Infrastructure and Capital Works

Mason Cove Jetty Shelter

In August, construction commenced on a shelter shed on the Mason Cove jetty which was opened in March 2002 to service the new ferry *Marana*. The purpose of the shelter shed is to protect visitors and guides from inclement weather while waiting for the ferry.

Hobart architects Morrison and Breytenbach were appointed to design the building, based on a simple and open timber post, rafter and beam construction with sliding doors. This is a style reminiscent of the myriad of earlier sheds that occupied the shorelines of southern Tasmania when the export of apples by water was an integral part of the region's economy. The building is clad in oiled weatherboards and steel roof sheeting, consistent with the contemporary language of materials used on the 1998 Visitor Centre. Two disabledstandard toilets are located within what is otherwise an open interior space.

Despite the delays caused by severe weather and the requirement to ensure the jetty remained operational for visitors embarking on the *Marana* throughout the peak season, the shelter was opened for use by visitors in February.

The Mason Cove jetty shelter project represents a sensitive and effective response to the need to provide high quality visitor amenity within a precinct of high cultural significance.

The project was overseen by Conservation Project Manager Ian Boersma, and the work was undertaken by the PAHSMA Buildings and Works team under the supervision of John Featherstone.

Commercial Operations Store

For some time the need to increase the storage space available for a number of the commercial activities engaged in by the Authority had been putting pressure on the existing space available for the purpose in the Visitor Centre. The solution arrived at after a comprehensive process of consultation within the Authority was to construct a new remote storage facility within the Works Yard.

The selected design comprises a steel framed structure of 180 square metres including two cool rooms and a freezer. This new facility provides a substantial increase in storage capacity without the need to undertake the difficult task of expanding the Visitor Centre.

The Building & Works crew constructed the reinforced concrete footings and the floor slab, and a specialist contractor erected the steel frame and cladding. The work was completed in early March, and the remainder of the 2003-04 year was spent completing the building fitout, including the installation of the cool rooms and freezer and a small office.



Champ Street in Autumn

Tourism Operations

Point Puer Opening

The 2003-04 year began in grand fashion for the Tourism Operations Department with the official opening of the Point Puer Boys' Prison site and the commencement of guided tours to Point Puer on 11 July 2003. The site, which was the first reformatory built exclusively for juvenile male convicts in the British Empire, was opened by the Premier of Tasmania, Jim Bacon MHA. The event allowed PAHSMA to showcase to the wider community just what can be achieved with a dedicated and inspired team of staff from both the Conservation & Infrastructure and Tourism Operations Departments.

The infrastructure at Point Puer is second to none and the thematic tours, which the guiding team developed for Point Puer, represent the standard of excellence PAHSMA is striving to achieve across all tours. The Point Puer tour is already being held up by other institutions as an example of excellence in thematic interpretation and the guiding staff, under the leadership and guidance of Trish Melinz and Julia Clark, are to be congratulated for their dedication in adopting this new approach to interpretation.

Visitor Numbers

After experiencing record high visitor numbers in 2002-03, Tourism Operations put significant effort into planning for the peak summer season in 2003-04. Estimates provided by Tourism Tasmania and other industry forecasters indicated that the 2004 summer would be busiest ever - and that proved to be the case.

On Friday 2 January 2004, PAHSMA received 2126 visitors - an all time record in the absence of a special event and the highest visitation since Easter 2003.

Then again on Sunday 4 January, another record was set with 2260 visitors. For the period from December 2003 to February 2004 PAHSMA welcomed 10,000 more visitors than for the corresponding period in the previous year.

Tourism Operations staff developed and implemented a range of strategies for the 2004 summer period to manage the smooth operation of visitor services during the peak time, and ensure visitors in this busy time would receive the same high service standard and experience at the Site as they would at any other time of year. Successful strategies implemented for the 2004 summer included:

- Car-parking attendants were engaged from Christmas until the Australia Day long weekend, and then on Sundays until Easter. The attendants directed cars in the car parking area and distributed a 'Plan Your Visit' flyer to every vehicle. The flyer proved to be very useful in informing visitors about entry fees, activities and tours before they arrived at the Ticketing Counter, and so reducing visitor waiting times on entry to the Site.
- An additional pay station was incorporated in the newly designed Ticketing Counter and additional staff were stationed in key positions in the Visitor Centre to provide visitor information and conduct ticket checks. This also helped to improve the flow of visitors entering the Site.
- An additional pay station was also installed in the Gift Shop, along with a new reverse cycle air conditioning system, which together improved the visitor

- experience in the Gift Shop. The success of these measures was reflected clearly in improved sales figures.
- Introductory Guided Tours were offered every half hour, instead of the usual hourly interval. This effectively reduced the size of tour groups and enhanced the visitors' experience.

Special Events

Harmony Day

On Harmony Day, 21 March 2004, Tasman District School students, new migrant families from Hobart, and a broad range of dance and music performers joined together on the oval at Port Arthur in a Dance and Music Festival to celebrate and promote cultural diversity.

The Harmony Day Dance & Music Festival at Port Arthur was the culmination of a long-term community project called "Journey to Understanding" that aimed to promote understanding and friendship between people from the Tasman Peninsula and migrant and refugee groups living in Hobart. The project was coordinated by the Tasman Council with funding provided by PAHSMA and the Commonwealth Government.



Maurice Hallam unveiling a plaque on Memorial Avenue commemorating local WWI Soldiers



Lyndal Howard in the Port Café kitchen



The Official Party takes the first tour at the opening of the Point Puer Boys Prison site



Cruise ship MS Prinsdam passengers alighting at Port Arthur





A young visitor at the Harmony Day Dance & Music Festival

Remembrance Day Service

The Tasman sub-branch of the Returned & Services League of Australia held its annual Remembrance Day service at PAHS to coincide with the unveiling of a plaque that names the local men for whom the trees in the Soldier's Memorial Avenue were planted. Following the service, PAHSMA hosted a morning tea for the attendees.

Summer Plays

A series of three plays was performed on the site daily for four weeks from 28 December to 23 January, and over the Easter holiday period. Alan Andrews directed the plays and also performed, along with actors Leiz Moore, Mark Torenius and Paul Levett.

This year, PAHSMA commissioned playwright Les Winspear to write 'A Boy's Life', a new play about the boy convicts of Point Puer, under the guidance of Julia Clark.

This play is an 1800s version of 'This Is Your Life'. It tells the story of a London street kid, Georgie, who is transported across the world to Point Puer, where he is offered opportunities but instead chooses a life of crime. The audience is challenged to consider "was Georgie a bad character or was he forced to choose the path he did because of the system?". This play proved a great success, especially with families.

Boxing Day Sports

The annual community Boxing Day Sports, mainly a wood chopping carnival, was held again at PAHS. This is believed to be one of the longest running sporting carnivals in Australia. PAHSMA is a major sponsor of this event.

Carols by Candlelight

PAHSMA again hosted the annual community Carols by Candlelight service in the Convict Church.

Achievements

New Promotional Brochure

PAHSMA's main promotional brochure received a total redesign and has been very well received in the market place, with significantly increased 'pick up' rates.

Tourism Awards

For the fourth year in a row PAHSMA won the Major Attraction category in the Tasmanian Tourism Awards. This year PAHSMA also won the inaugural award for the Heritage & Cultural Tourism category.

Point of Sale System

A new Point of Sale system, The Software Magician (TSM), was installed in the Food and Beverage and Gift Shop operations during November and December 2003. The TSM Point of Sale system fully integrates with PAHSMA's existing accounting software, which is also a TSM product.

Website Redesign

The redesign of PAHSMAs website was completed in 2003-04 to provide a more contemporary look and improved functionality.

Visitor Comment Form Redesign

The Visitor Comment form was redesigned along with a database to track visitor comments and suggestions. The new procedure aims to provide executives with a more useful reporting system for visitor issues.

Purchase of Piano

For the many years that the Asylum was used as a Town Hall, a piano would have been an indispensable piece of equipment. When the Asylum building was restored during the Conservation Project period, the piano from the Town Hall was permanently relocated to the local Tasman Golf Club. So the Asylum was left without a piano until this

year, when a second hand Yamaha piano was purchased. The new piano has so far only been used for staff functions, but it is envisaged that it will prove to be an important asset in future.

Staff

Day Guides relocated their operational base to Canadian Cottage during the year. A working group of Day Guides was established to set up Canadian Cottage and to establish new operating procedures for the new location. The guides now have their own separate base and have established a small resource centre for study as well as a meeting room and recreational area.

The guides also established a working group to develop a Standards Policy that will document routine procedures and standards for PAHSMA guides. The Standards will reflect the provisions of PAHSMA's Interpretation Plan and the State Public Service Code of Conduct, as well as recommendations from the recent review conducted by Alan Jeffrey HR Consultancy. Wherever possible the Standards will be written so they can be used as an assessment tool against National Competency Standards for Guide Training.

The TAFE Tasmania Drysdale Institute conducted a 15 week, Certificate III Tourism (Guiding) training course on the Tasman Peninsula in 2003. Some of the course units were delivered at PAHS and a number of PAHSMA Guiding staff participated in various units.

PAHSMA staff again assisted our local Tasman District School in conducting mock interviews for grade 10 students. PAHSMA is pleased to participate in this community activity each year.

Seven PAHSMA staff undertook training to operate a cardiac defibrillator device that has been made available for use at PAHS by the Tasmanian Ambulance Service. Tas Ambulance purchased three cardiac defibrillator machines which have been distributed to high-visitation tourist destinations in remote areas around the State.



A happy couple exchanging wedding vows in the Church

MARKETING

Port Arthur Region Marketing Limited (PARM) is the cooperative regional marketing group whose brief is to increase visitor numbers to the Port Arthur Region, increase their length of stay and the number of things they do and see, and to spread the economic and social benefits of tourism throughout the regional community. In 2003-04 the membership base of PARM increased to 52 individual businesses. PARM gratefully acknowledges the financial and in-kind support provided by the Port Arthur Historic Site Management Authority. Additional support is provided by the Tasman Council and other members.

PARM is managed by a Board of six Directors, on which PAHSMA is represented by Stephen Large (Chief Executive Officer) and Maria Stacey (Director Tourism Operations). PARM employs staff based at the Port Arthur Historic Site and in Hobart.

PARM's ongoing marketing role has been a factor in helping PAHSMA to achieve increased visitor numbers, and the marketing and promotion of the Port Arthur Historic Site is always a major part of PARM's activities and projects. The continuing success of the Historic Site has obvious benefits for the region and, in turn, the success of the region's operators benefits the Historic Site's operations.

In 2003-04, PARM upgraded the Port Arthur Region tourism brochure from a DL size brochure to an 8-page A4 brochure, and produced a larger print run than in the previous year. 130,000 brochures were printed this year and it is pleasing to note that the new brochure had one of the highest 'pick up' rates of all the brochures in the Tourism Brochure Exchange system. The increased take-up has caused PARM to bring planning for the next edition of the brochure forward by four months and PARM intends to increase the print run even further for next year. The brochure is currently distributed widely, including at Hobart and Launceston Airports on board Spirits of Tasmania I, II & III, Tasmanian visitor centres, mainland travel centres, accommodation and tourism operators within the State, and trade and consumer shows (in Tasmania and on the mainland).

PARM has continued to upgrade the Port Arthur Region promotional CD-ROM. The CD has its own section for the Port Arthur Historic Site and is used extensively in both consumer and trade promotions.

PARM represented and promoted the Port Arthur Historic Site at numerous trade and consumer shows in 2003-04 including the Sydney and Melbourne Holiday & Leisure Shows, Tasmanian Showcase Sydney, Australian Tourism Exchange Melbourne, Tasmanian Holiday Expo Hobart, Tourism Tasmania international agent workshops in Hobart and Launceston and direct industry sales presentations in Hobart, Melbourne and Sydney. In addition PARM entered into cooperative marketing arrangements where the Site

was promoted at the Sydney Coach & Bus Show and Melbourne and Sydney Backpackers Expos.

The Port Arthur Region website (which provides direct links to all members' sites) had an increased number of hits in the year. Nearly 9000 hits were recorded on the site during 2003-04.

PARM continues to place advertisements strategically to promote the region in newspapers, magazine and journals. PARM has also been successful in placing travel editorial in different media to promote the Port Arthur Region and its diverse products. A significant investment in 2003-04 was the purchase of a segment on the television program "Expose Yourself Tasmania" which aired on WIN Television.

PARM entered into many promotional arrangements in the year with different types of businesses such as car rental companies, coach companies, Hobart Airport display, Tasmanian Travel Centres, local radio and TT-Line. PARM has been heavily involved in helping to assist product familiarisation tours for travel industry and media, which have included the Historic Site.

An important role of PARM is the operation of the Tasmanian Visitor Information and Booking Centre situated in the Port Arthur Historic Site Visitor Centre. This government accredited centre assists visitors to the Historic Site by supplying information, booking





Carol Armstrong and Vicki Skeggs at the PARM counter in the Visitor Centre





Peter Grindle as Yorky entertaining visitors

accommodation and other services in the region. Again this year, staff from both PARM and PAHSMA assisted each other to provide services during busy times in the Visitor Centre.

An exciting development during the year was the appointment of

travel shop will capture many of these visitors and encourage them to include the Port Arthur Region in their itinerary. In addition to promoting the region to visitors, the shop will present the Port Arthur Region to local Tasmanians.



Jessica Chapple from the Tasman District School as a school-based tourism apprentice with PARM. This is the first of this type of appointment in Tasmania.

Probably the major achievement of PARM during the year was securing and signing the lease for a high-profile street-front retail site in Salamanca Place, Hobart. The premises will house the new Port Arthur Region Travel Shop, which is scheduled to open early in 2004-05. The PARM Board has been planning and negotiating to secure this rare Salamanca site for some time, and the concept is a first for a regional tourism body in Tasmania.

Research indicates that a significant number of visitors to Hobart come without plans and those that do not visit Port Arthur do so mainly due to lack of awareness of the region and the Site. The opening of this

Customers at the Port Arthur Region Travel Shop will be able to book accommodation and services in the Port Arthur region before they leave Hobart. They will also be able to pre-book and pay for day entry (including confirming harbour cruise and tour times) and Ghost Tour packages for the Historic Site, which will facilitate the visitors' check-in procedure on arrival at the Site.

Corporate Services

Corporate Services

Along with managing PAHSMA's busy day-to-day administrative operations, the Corporate Services team completed a number of significant projects in 2003-04.

Point of Sale System

PAHSMA installed a new Point of Sale (POS) system, developed by The Software Magician (TSM), in Food and Beverage and Retail outlets during the year. The new

HR

In 2003-04, HR at PAHSMA further developed policies and refined procedures, and continued its strong focus on staff training and development.

Major HR projects in the year



The Administration team celebrating National Office Professionals Day (left to right) Bridgette Chapman, Susan Carr, Rosalie Michalik, Carol Armstrong, Maureen McGinniss

Website Redesign

PAHSMA launched a new and greatly improved website facility during the year. With assistance from Global Online Marketing Pty Ltd, PAHSMA's website was completely redesigned to present a fresh and dynamic image and provide site users with better navigation and functionality. The design of the new website also allows PAHSMA to independently control and manage the site content.



The new website home page

system is fully integrated with PAHSMA's existing TSM accounting software to provide a streamlined financial management system. Introducing the POS system represented a significant investment, in terms of both financial and human resources, but has resulted in operational efficiencies and greatly enhanced financial reporting capabilities.

Information Technology

To ensure that PAHSMA's IT facilities remain up to date, secure and capable of meeting the Authority's business needs, the Corporate Services team undertakes regular reviews of IT equipment and capabilities. In 2003-04, Corporate Services completed a review of the major servers supporting the Site's operations, leading to a decision to replace them next year.

included the initiation of 20 new traineeships and the commencement of work on a comprehensive Training and Development Plan, which will be completed in 2004-05. HR also facilitated a comprehensive work experience program in conjunction with the Tasman District School.

Another important initiative in 2003-04 was the development of a structured management program for senior employees tailored specifically for PAHSMA. Eight senior staff entered into formal agreements to complete the program, which will result in the achievement of an Advanced Diploma in Business Management. The program will generate positive outcomes for the Site's operations, as the course work requires staff to develop practical and realistic proposals to enhance the Site's procedures and services.

During the year, PAHSMA staff and union representatives participated in negotiations to review and refine the PAHS Staff Agreement 2001. It is anticipated that the process will be finalised in 2004-05, resulting in a new Staff Agreement that will benefit both staff and management.



Performance Indicators

VISITATION

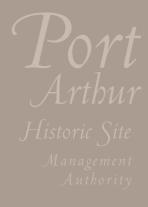
Day Entry Visitors		
2003-04253,122		253,122
2002-03226,154		226,154
Variance+ 12%		
Ghost Tour Participants		
2003-0458,951		58,951
2002-0354,836		54,836
Variance+ 8%		
Felons Restaurant Patrons		
2003-048,989		8,989
2002-038,205		8,205
Variance+ 10%		
FINANCIAL		
Net Assets		
2003-04\$9,545,801	¢0.225.250	¢0 545 001
2002-03\$8,225,350	\$8,225,350	\$9,545,801
Conservation Expenditure		
2003-04\$2,142,341	\$2,255,349	\$2,142,341
2002-03\$2,255,349	Ψ2,233,349	\$2,142,541
Entrance Fee Revenue	_	
2003-04\$4,007,293	\$3,510,083	\$4,007,293
2002-03\$3,510,083	ψ3,510,005 	\$4,007,293
Ghost Tour Revenue		
2003-04\$621,818	\$595,407	\$621,818
2002-03\$595,407	φ393,407	\$021,010
Food and Merchandise Revenue	_	
2003-04\$3,462,564	\$2.056.224	\$2.462.564
2002-03 \$3.056.321	\$3,056,321	\$3,462,564

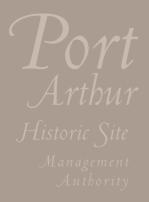
2002-03 \$3,056,321

STATEMENT OF FINANCIAL PERFORMANCE

Statement of Financial Performance for the Year Ended 30 June, 2004

		\$	\$
	Note	2004	2003
Revenue from Ordinary Activities	2(a)	10,430,572	9,485,291
Visitor Services expenses		(2,115,272)	(1,849,964)
Ghost Tour expenses		(346,809)	(380,346)
Food and Merchandising expenses		(3,295,242)	(2,940,652)
Site Maintenance expenses		(319,377)	(451,316)
Conservation expenses		(2,142,341)	(2,255,349)
Corporate Services expenses	2(c)	(1,574,198)	(902,744)
Marketing expenses		(297,495)	(207,785)
Net Profit from Ordinary Activities		339,838	497,135
Non-owner transaction changes in equity Net increase (decrease) to asset revaluation reserve	1(d),1(s)	980,613	0
Net decrease in equity on the adoption of AASB 1028 "Employee Benefits"		0	(21,386)
Total changes in equity from non-owner related transactions		1,320,451	475,749





STATEMENT OF FINANCIAL POSITION

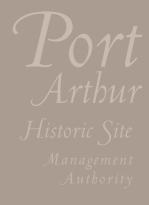
Statement of Financial Position as at 30 June, 2004

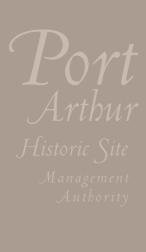
		\$	\$
	Note	2004	2003
Current Assets			
Cash and Deposits	6	2,708,649	2,393,073
Prepayments and Accruals		13,819	27,643
Receivables	7	176,637	121,667
Inventories	8	394,034	347,134
Total Current Assets		3,293,139	2,889,517
Non-Current Assets			
Property, Plant and Equipment	5(a)	10,752,734	9,389,245
Total Non-Current Assets		10,752,734	9,389,245
Total Assets		14,045,873	12,278,762
Current Liabilities			
Creditors and Accruals		647,661	658,201
Provisions	9	1,344,993	1,535,784
Total Current Liabilities		1,992,654	2,193,985
Non-Current Liabilities			
Provisions	9	2,507,418	1,859,427
Total Liabilities		4,500,072	4,053,413
		· ,	, ,
Net Assets		9,545,801	8,225,350
Equity			
Retained Profits	14	8,565,188	8,225,350
Reserves	14	980,613	0
Total Equity		9,545,801	8,225,350

STATEMENT OF CASH FLOWS

Statement of Cash Flows for the Year Ended 30 June, 2004

		\$	\$
	Note	2004	2003
Cash Flows from Operating Activities			
Receipts from customers		8,178,916	7,881,452
Payments to suppliers and employees		(9,104,581)	(8,885,506)
Interest received		168,396	134,386
Net cash provided by operating activities		(757,269)	(869,668)
Cash Flows from Government			
Tasmanian Government		2,000,000	2,067,537
		2,000,000	2,067,537
Net Cash Provided from Operating			
Activities and Government	13	1,242,731	1,197,869
Cash Flows From Investing Activities			
Payment for property plant and equipment		(810,397)	(742,853)
Payment for Work in Progress		(200,777)	(10,637)
Proceeds from sale of equipment		84,019	13,818
Net cash used in investing activities		(927,155)	(739,672)
Net increase in cash held		315,576	458,197
Cash 1 July, 2003		2,393,073	1,934,876
Cash 30 June, 2004	12	2,708,649	2,393,073





Notes to and forming part of the financial report for the Year Ended 30 June 2004

1. STATEMENT OF ACCOUNTING POLICIES

The Port Arthur Historic Site Management Authority was established as a State Government Authority pursuant to the Port Arthur Historic Site Management Authority Act 1987.

This general purpose financial report for the year ended 30 June 2004 has been prepared in accordance with the requirements of the Government Business Enterprise Act 1995 which supersedes the Statutory Authorities Financial Management Act 1990.

The financial report of the Authority has been prepared in accordance with Statements of Accounting Concepts, applicable Accounting Standards, Urgent Issues Group Consensus Views and the disclosure requirements of the Australian accounting bodies. They have been prepared on the basis of historical costs or valuations. The policies have been consistently applied, unless otherwise stated.

a) Recognition of Revenue

Visitor Services and Ghost Tour revenue represents revenue earned from the entrance fees charged to visitors. Food and merchandising revenue represents revenue from the sale of food and gifts to visitors. Other revenue includes income from rent, service and interest. Revenue is recognised when the goods are provided or when the fee in respect of services provided is receivable. Interest income is recognised as it accrues.

State Government contributions to the Authority for conservation funding is recognised as revenue and itemised in note 2(a).

b) Creditors and Accrued charges

Liabilities are recognised as amounts to be paid in the future for goods or services received, whether or not billed to the Authority. Trade accounts are normally settled within 30 days.

c) Inventories

Inventories are valued at the lower of cost and net realisable value.

d) Fixed Assets

All assets are capitalised at a threshold value of \$1,000. Assets purchased at less than this threshold are charged to the Statement of Financial Performance in the year of purchase.

Buildings were revalued as at the 30 June 2004 in accordance with Australian Accounting Standard AASB 1041 "Revaluation of Non-Current Assets". This resulted in an increase in the value of this class with a subsequent increase in owner's equity as a revaluation reserve. The revaluation was performed by:

David Saunders B.Ec.Dip. Val. FAPI Certified Practising Valuer c/- Saunders & Pitt 14 Victoria St, Hobart.

Notes to and forming part of the financial report for the Year Ended 30 June 2004

Land will be revalued in the 2004/05 financial year. Non-current assets other than land and buildings are not carried at an amount greater than their recoverable amount. Where carrying values exceed recoverable amounts, the assets concerned are written down to their recoverable amount.

Depreciation

Items of property, plant and equipment, including buildings but excluding heritage assets and freehold land, are depreciated over their estimated useful lives ranging from 5 to 100 years. The straight line method of depreciation is used. Depreciation rates are reviewed annually to ensure their appropriateness. Assets are depreciated from the date of acquisition or, in respect of internally constructed assets, from the time an asset is completed and held ready for use. The expected useful lives are as follows:

Buildings	20-40 years
Artefacts and Exhibitions	5 years
Plant and Equipment	3-20 years
Infrastructure Assets	
Roads, Footpaths and Bridges	50-100 years
Plant and Equipment	3-20 years
Lighting and Communications	20-70 years
Grounds and Gardens	7-40 years
Drainage	70-85 years

Historic Collections

The Authority has in its possession several historic collections and archives. Due to their age and nature, no value is included in the accounts in respect of these assets. The collections are, however, fully catalogued and under strict physical control.

Artefacts and Exhibitions

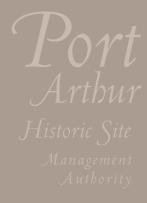
Some items are of heritage significance and are not depreciated and are subject to conservation and repairs in perpetuity. Other items that are depreciated (exhibitions equipment) are depreciated over five years, as detailed above.

Capital Works in Progress

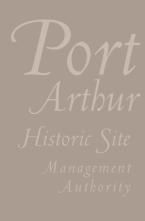
The value of capital works in progress represents the costs incurred to date on incomplete projects. The costs will be transferred to the appropriate assets account upon completion.

Land

Land managed by the Authority as described in Schedule 1 of the Port Arthur Historic Site Management Authority Act 1987 remains the property of the Crown.







e) Provisions

The Authority has provided for annual leave and long service leave due to employees. The amounts provided include some entitlements attributable to employees' service with the Department of Primary Industries, Water and Environment. The Authority has received an undertaking from the Department of Treasury and Finance that it will underwrite any long service leave entitlements accrued during this period.

f) Employee Benefits

Provision is made for the Authority's liability for employee entitlements arising from services rendered by employees to balance date. Employee entitlements expected to be settled within one year together with entitlements arising from wages and salaries and annual leave, which will be settled after one year, have been measured at their nominal amount using remuneration rates including all on-cost components. Sick leave is non-vesting and has not been recognised as a liability.

Other employee entitlements (long service leave) payable later than one year have been measured at the present value of the estimated future cash outflows to be made for those entitlements.

The Authority meets the requirements of the Commonwealth's Superannuation Guarantee Act in funding employees who are not covered by the provisions of the Retirement Benefits Act 1993 or the TAS scheme.

Notes to and forming part of the financial report for the Year Ended 30 June 2004

g) Retirement Benefits Fund (RBF) Provision

The RBF scheme has been designed to satisfy the requirements of the Commonwealth's Superannuation Guarantee (Administration) Act 1992.

Each year, the State Actuary conducts a valuation of the past service and accrued liabilities within the Retirement Benefits Fund defined benefit scheme at the reporting date. Any shortfall between the value of these benefits and the market value of the Retirement Benefits Fund assets relevant for those members determines the value of any unfunded superannuation liability, and is shown as a liability in the Statement of Financial Position.

The funding status of the Authority's share of the defined benefit scheme at the reporting date, based on actuarial valuations, is summarised as follows:

Retirement Benefits Act 1993	2004	2003	Change
	(\$000)	(\$000)	%
Vested Benefits	4,479	4,172	7.3
Accrued Benefits	4,054	3,441	17.8
Net Market Value of Plan Assets	1,102	927	18.9
Deficit	2,952	2,514	17.4
Accrued Benefits are classified as:			
Current	657	843	
Non-Current	2,295	1,671	
Total	2,952	2,514	

h) Accounts Receivable

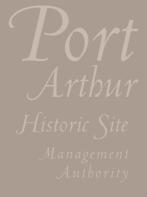
Sales made on trade credit and due in 30 days are included in "Receivables" at the balance due, net of a provision for amounts estimated to be uncollectable. The Authority's income is principally of a cash nature. Site entry tickets and retail sales are mainly cash transactions. Seven customers make up 53% of the outstanding accounts receivable.

i) Contracts

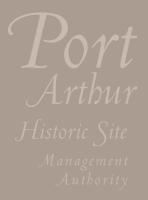
The Authority ensures that Tasmanian businesses are given every opportunity to compete for the Authority's business. It is the Authority's policy to support Tasmanian businesses whenever their services are competitive in terms of quality, price and ability.

The following contracts in excess of \$50,000 were awarded:

Ranbuild Hobart, Mornington, Hobart. Supply and construction of operations store. \$54,956 (incl GST).







Notes to and forming part of the financial report for the Year Ended 30 June 2004

j) Financial Instruments

Interest Rate Risk Exposure

The Authority's exposure to interest rate risk on financial instruments as at the reporting date is:

Financial Instruments	Weig aven effec interes %	ctive st rate		ting st rate	rate ma in 1 or	Interest aturing year less	Non I beat \$'0	ring	amou staten fina posi	arrying nt per nent of ncial ition
	2004	2003	2004	2003	2004	2003	2004	2003	2004	2003
Financial Assets										
Cash and Investments	5.2	4.6	1,134	713	1,575	1,680	_	_	2,709	2,393
Receivables	_	_	_	_	_	_	177	122	177	122
Total	5.2	4.6	1,134	713	1,575	1,680	177	122	2,886	2,515
Financial Liabilities										
Creditors and Accruals	_	_	_	_	_	_	648	658	648	658
Total	_	_	_	-	_	-	648	658	648	658

^{*} There are no fixed interest rate instruments maturing later than in 1 year.

Credit Risk Exposure

The credit risk on financial assets recognised on the Statement of Financial Position is generally the carrying amount, net of any provisions for doubtful debts.

Net Fair Value

Financial Assets and Liabilities are included in the Statement of Financial Position at amounts which approximate net fair value. Net fair values for cash, cash equivalents, interest bearing deposits, receivables and debtors and accruals is represented by the carrying amounts in the Statement of Financial Position.

k) Income Tax Equivalents

The Government Business Enterprises Act 1995 under section 66 specifies the GBEs that are required to pay income tax equivalents. The Authority is not required to pay income tax equivalents.

1) Auditor's Remuneration

Amounts paid or payable to the external auditors for the audit of accounts:

\$	\$
2003	2004
\$18,300	\$19,160

Notes to and forming part of the financial report for the Year Ended 30 June 2004

m) Economic Dependency

The Authority is dependent on government funding from the State Government.

A marketing body, Port Arthur Region Marketing Ltd, has been created to market the Port Arthur Region and its businesses. The Authority contributed \$163,280 (\$153,182 for 2002-03) to its operations. Of its six directors, Stephen Large is a director of the Authority. All other transactions with related parties and to director related entities were conducted on an arms length basis in the normal course of business and on commercial terms and conditions.

o) Conservation Works Program

The Authority will receive \$10 million over five years from the Tasmanian Government, commencing in the financial year 2000-01, for conservation purposes. \$2 million was paid and received in July 2003.

The funds are to be acquitted in order to conserve the site in accordance with the Port Arthur Historic Site Management Authority Act 1987 and the PAHS Conservation Plan 2000.

\$2,142,341 was expended upon conservation against a budget of \$2,143,000. Therefore there are no unexpended funds as at 30 June 2004.

To date the total cumulative amount expended upon conservation is \$8,832,622 against total cumulative funds allocated of \$8 million.

p) Bank

The Authority has no overdraft facility.

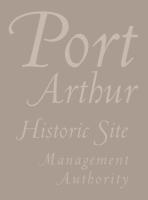
q) Foregone Revenue

The Authority offers discounts to holders of student and pension cards on the sale of site tickets.

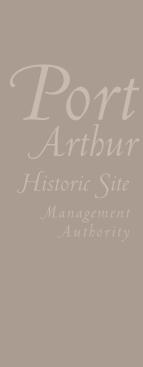
	2004	
	\$	\$
Potential ticket sales	948,387	772,286
Discounts given	196,850	157,685
Net ticket sales	751,537	614,601

r) Intangible Assets

These consist of Site Surveys and Mapping Plans carried at cost and amortised on a straight line basis over their useful lives being eight years. An amortisation expense was charged during the year.







Notes to and forming part of the financial report for the Year Ended 30 June 2004

s) Asset Revaluation Reserve

The Asset Revaluation Reserve is used to record increments and decrements on the revaluation of non-current assets as described in accounting policy 1(d).

t) Impact of Adopting AASB Equivalents to IASB Standards

The Authority is currently preparing for the introduction of International Financial Reporting Standard (IFRS) effective for financial years commencing 1 January 2005. This requires the production of accounting data for future comparative purposes at the beginning of the next financial year.

Based on current information the following key differences in accounting policies are expected arise from adopting IFRS:

Impairment of Assets

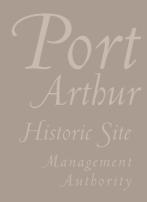
The Authority currently determines the recoverable amount of an asset on the basis of undiscounted net cash flows that will be received from the assets use and subsequent disposal. In terms of pending AASB 136: Impairment of Assets, the recoverable amount of an asset will be determined as the higher of fair value less costs to sell and value in use. It is likely that this change in accounting policy will lead to impairments being recognised more often than under the existing policy.

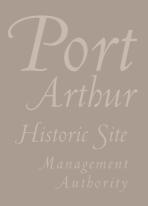
Employee Entitlements

AASB 119 Employee Benefits requires the change to the discount rate used to calculate the value of the defined benefits superannuation (RBF). The discount rate used by the Actuary is to change from a rate based on expected earnings to a high quality corporate rate. It is anticipated that the change in the discount rate will result in an increase in the superannuation liabilities by approximately 13%. This will increase the amount and the future volatility of the unfunded liability and the volatility of the employee benefit expense.

2

		\$	\$
	Note	2004	2003
REVENUE			
a) Operating Activities			
Entrance fees and other tour income		4,007,293	3,510,083
Ghost tours		621,818	595,407
Food and Merchandise Sales		3,462,564	3,056,321
Rentals, service and licence fees		80,337	63,895
Education and training programs		43,181	29,616
Conferences		0	6,526
Sponsorships		5,000	0
Interest		157,532	137,186
Profit (Loss) on sale of assets	2(d)	39,104	1,945
Other		7,814	16,775
		8,424,643	7,417,754
Non-Operating Activities			
Conservation Funding		2,000,000	2,000,000
Other		5,929	67,537
		2,005,929	2,067,537
Total Revenue		10,430,572	9,485,291
b) Expenses include:			
Depreciation			
Buildings		106,714	115, 391
Plant and Equipment		247,764	217,151
Artefacts		0	1,574
Infrastructure		224,738	234, 574
Intangibles		4,167	0
		583,383	568,690
Cost of Goods Sold		1,529,762	1,389,304





Notes to and forming part of the accounts for the Year Ended 30 June 2004

c) Other Expenses

Superannuation liabilities were actuarially valued as at 30 June 2004. The valuation relates to the current employees who are members of the Retirement Benefits Fund (RBF) Contributory Scheme as well as employees who have Retained Benefits or are current Pensioners. The values of these liabilities at 30 June totalled \$2,952,619 (see also Note 1(g).

	\$	\$
	2004	2003
Provision for retirement benefits as at 1 July	2,514,620	2,479,256
Contributions by the Authority	512,952	163,084
Interest allowed at 5%	125,940	161,987
Payments from the fund to RBF	(200,893)	(289,707)
Provision for retirement benefits as at 30 June	2,952,619	2,514,620

The financial impact on the liabilities of the defined benefits scheme has been a net increase of \$437,999 in the unfunded past service liabilities between 2003 and 2004 financial periods. This adjustment has been made within Corporate Services expenses.

	\$	\$
	2004	2003
d) Profit on sale of assets		
Written down value of assets	44,915	11,873
Proceeds of sale	84,019	13,818
Profit on sale	39,104	1,945

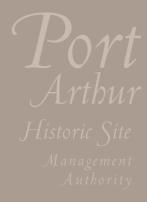
3 GOVERNMENT GRANTS AND SUBSIDIES

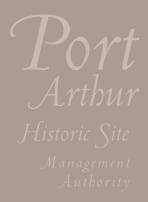
The Tasmanian Government provided funding of \$2,000,000 to the Authority during both 2002-03 and 2003-04 for conservation funding (refer note 1(o)).



4 STATEMENT OF OPERATIONS BY SEGMENT 2004

Segments:	Conservation	Tourism	Consolidated
	\$	\$	\$
(a) Revenue			
Funding	2,000,000	0	2,000,000
External sales	51,914	8,294,087	8,346,001
Internal sales	24,420	54,222	78,642
Total Segment Revenue	2,076,334	8,348,309	
Unallocated revenue			5,929
Total Consolidated Revenue			10,430,572
(b) Segment Result	(66,007)	653,263	587,256
Adjustment of superannuation liability			(247,418)
			339,838
(c) Assets			
Segment assets	0	584,491	584,491
Unallocated Assets			13,461,382
Total Assets			14,045,873
(d) Liabilities			
Segment liabilities	61,756	563,366	625,122
Unallocated liabilities			3,874,950
Total Liabilites			4,500,072





STATEMENT OF OPERATIONS BY SEGMENT 2003

Segments:	Conservation	Tourism	Consolidated
	\$	\$	\$
Revenue			
Funding	2,000,000	0	2,000,000
External sales	14,908	7,355,726	7,370,634
Internal sales	16,912	30,208	47,120
Total Segment Revenue	2,031,820	7,385,934	
Unallocated revenue			67,537
Total Consolidated Revenue			9,485,291
) Segment Result	(223,528)	470,228	246,700
Adjustment of superannuation liab	oility		229,049
Adjustment in Employee Benefits			21,386
			497,135
) Assets			
Segment assets		498,899	498,899
Unallocated assets			11,779,864
Total Assets			12,278,763
) Liabilities			
Segment liabilities	72,892	452,312	525,204
Unallocated liabilities			3,528,208
Total Liabilites			4,053,412

Notes to and forming part of the accounts for the Year Ended 30 June 2004 $\,$

The economic entity derived income from:

(i) Tourism

- Entrance fees and Ghost Tours
- Food and Merchandise sales
- Rentals, services and licence fees

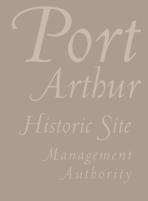
(ii) Conservation

• Funding from the Tasmanian State Government for the continual conservation of the Site (refer to notes 1(m) and 1(o)).

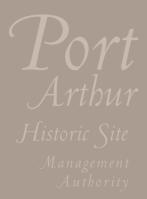
Conservation expenditure is in accordance with the Australia International Council on Monuments and Sites Burra Charter definition for conservation.

\$2,000,000 was funded by the Tasmanian State Government.

Geographical Information – the economic entity operates solely within Australia.





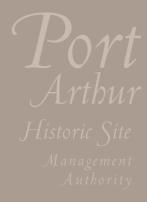


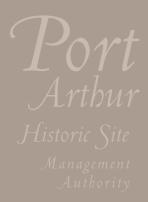
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FINANCIAL STATEMENTS Notes to and forming part of the accounts for the Year Ended 30 June 2004

		\$	\$
	Note	2004	2003
DODERTY DI ANT AND COLUDATAT			
ROPERTY, PLANT AND EQUIPMENT			400.000
Land at cost		400,360	400,360
Buildings at Cost		0	4,303,285
Buildings at Valuation at 30/6/04		4,787,500	0
		5,187,860	4,703,645
Less: accumulated depreciation		0	483,504
·		5,187,860	4,220,141
Plant and Equipment at Cost		1,609,894	1,350,344
Less: accumulated depreciation		1,085,310	914,217
		524,584	436,127
Autofores and Euleibies Empirement of Cont		154 262	154 262
Artefacts and Exhibition Equipment at Cost		154,363	154,363
Less: accumulated depreciation		9,132	9,132
		145,231	145,231
Infrastructure at Cost		7,904,671	7,569,225
Less: accumulated depreciation		3,265,417	3,040,673
		4,639,254	4,528,552
Capital Works in Progress		206,853	25,858
		10,703,782	9,355,909
Intangible Assets			
Site Management Plans	1(r)	53,119	33,336
Less: accumulated amortisation		4,167	0
		48,952	33,336
		10,752,734	9,389,245

_	Note	\$	
) Reconciliations		2004	200
Land at Cost		400,360	400,36
		400,360	400,36
Buildings at Valuation at 30/6/04			
Carrying amount at beginning		3,819,781	3,920,86
Additions		93,820	14,30
Revaluation		980,613	
Depreciation Expense		(106,714)	(115,39
		4,787,500	3,819,7
Plant and Equipment			
Carrying amount at beginning		436,127	484,0
Additions		381,135	181,0
Disposals		(44,914)	(11,87
Depreciation Expense		(247,764)	(217,15
·		524,584	436,1
Artefacts and Exhibition Equipment			
Carrying amount at beginning		145,231	146,8
Depreciation Expense		0	(1,57
Depreciation Expense		145,231	145,2
Information of the			
Infrastructure		4 500 550	4 104 2
Carrying amount at beginning Additions		4,528,552	4,194,3
		335,440	568,7
Depreciation Expense		(224,738) 4,639,254	(234,57 4,528,5
		, ,	, ,
Capital Works in Progress			
Opening balance		25,858	69,8
Transfers in		193,901	14,9
Transfers out		(12,907)	(58,87
		206,853	25,8
Intangible Assets			
Carrying amount at beginning		33,336	
Additions		19,783	33,3
Depreciation Expense		(4,167)	
		48,952	33,3
CASH AND DEPOSITS			
Cash	1(p)	126,216	17,9
Deposits	**	2,582,433	2,375,0
		2,708,649	2,393,0





			\$	\$
		Note	2004	2003
7	RECEIVABLES			
	Trade Debtors	139	,010	110,444
	Sundry Debtors	41	,963	14,196
	Less: provision for doubtful debts	(4,	336)	(2,973)
		176	5,637	121,667
8	INVENTORIES			
	Retail Stock	394	,034	347,134
		394	,034	347,134
9	PROVISIONS			
	Current			
	Provision for annual leave	400	,189	400,877
	Provision for long service leave	251	,362	254,382
	Provision for retirement benefits	656	5,897	842,718
	Provision for Payroll Tax	36	5,545	37,807
		1,344	,993	1,535,784
	Non-current			
	Provision for long service leave	201	,030	177,944
	Provision for retirement benefits	2,295	,722	1,671,901
	Provision for Payroll Tax	10	,666	9,582
		2,507	',418	1,859,427

Superannuation liabilities were valued as at 30 June 2004. This valuation was performed by PricewaterhouseCoopers.

Notes to and forming part of the accounts for the Year Ended 30 June 2004

10 RELATED PARTIES DISCLOSURES

Directors:

The names of directors who have held office during the financial year and the number of Director's meetings held in the period each Director held office and the number of meetings attended by each Director are as follows:

		Meetings	
		Held	Attended
Barry Jones	appointed: 22/03/99	6	6
Sharon Sullivan	appointed: 22/12/99	6	6
Stephen Large	appointed: 14/02/00	6	6
Margaret Scott	appointed: 30/10/00	6	5
Wendy Kennedy	appointed: 30/10/00	6	3
Jeff Kelly	retired: 12/03/04	6	3

During the year directors' total remuneration was \$193,266 (\$189,303 in 2002-03). This consisted of \$150,741 (\$155,695 in 2002/03) in directors' fees and \$42,525 (\$33,608 in 2002-03) in superannuation payments.

Jeff Kelly did not receive any remuneration as a director.

Apart from the details disclosed within Note 1(n), there are no other director related transactions or relationships.

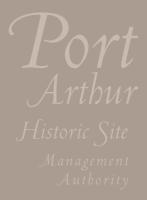
11 CONTINGENT LIABILITY

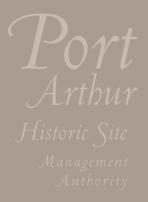
As at the 30 June 2004 there was a contingent liability arising from Supreme Court writs issued against the Authority in relation to the tragedy of April 1996. The actions are currently being processed and any future liability will be covered by insurance.

12 RECONCILIATION OF CASH

For the purposes of the statement of cash flows, cash includes cash on hand in banks and deposits in money market instruments net of outstanding bank overdrafts. Cash at the end of the financial year as shown in the statements of cash flows is reconciled to the related items in the Statement of Financial Position as follows:

	\$	\$
	2004	2003
Cash	126,216	17,976
Deposits with financial institutions	2,582,433	2,375,097
	2,708,649	2,393,073





13 RECONCILIATION OF NET CASH PROVIDED BY OPERATING ACTIVITIES AND TO GOVERNMENT OPERATING PROFIT

		\$	\$
	Note	2004	2003
Net Profit from Ordinary Activities		339,838	497,135
Depreciation and Amortisation		583,383	568,688
Loss (gain) on sale of equipment		(39,104)	(1,945)
Leave provisions		19,378	158,417
Payroll tax provision		(178)	(2,170)
Pensions and superannuation provisions		438,000	35,363
Increase in receivables		(54,970)	(3,337)
Increase in inventories		(46,900)	(31,255)
Decrease in creditors		(10,540)	(38,540)
Decrease in prepayments		13,824	15,513
		1,242,731	1,197,869

14 (a) EQUITY

Retained Profits at the beginning of financial year	8,225,350	7,749,601
Adjustment to opening retained profits on adoption of AASB1028	0	(21,386)
Net Profit from ordinary activities	339,838	497,135
Retained Profits at the end of financial year	8,565,188	8,225,350

(b) Asset Revaluation Reserve

The asset revaluation reserve is used to record increments and decrements in the value of non-current assets (refer notes 1(d) and 1(s)).

	\$	\$
	2004	2003
Movements:		
Balance at beginning of financial year	0	0
Revaluation increment	980,613	0
Closing Balance at end of financial year	980,613	0

STATEMENT OF CERTIFICATION

INDEPENDENT AUDIT REPORT

In the opinion of the directors of the Port Arthur Historic Site Management Authority:

- (a) the financial statements are drawn up so as to give a true and fair view of the results and cash flows for the year ended 30 June 2004 and the state of affairs at 30 June 2004 of the Enterprise;
- (b) the accounts have been made out in accordance with the provisions of the *Government Business Enterprises Act* 1995;.
- (c) at the date of this statement there are reasonable grounds to believe that the Enterprise will be able to pay its debts as and when they fall due.

The financial statements have been made out in accordance with Australian Accounting Standards and Urgent Issues Group consensus views.

Signed in accordance with a resolution of the Board:

Scott Gadd Director

Wendy Kennedy

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Director

29 September 2004

To the Members of the Parliament of Tasmania Port Arthur Historic Site Management Authority Financial Report for the Year Ended 30 June 2004

Scope

The financial report and the Directors' responsibilities

The financial report comprises the Statement of Financial Performance, Statement of Financial Position, Statement of Cash Flows, accompanying notes to the financial statements, and the statement by Directors' of the Port Arthur Historic Site Management Authority for the year ended 30 June 2004.

The Directors are responsible for the preparation and true and fair presentation of the financial report in accordance with Section 52 (1) of the Government Business Enterprises Act 1995. This includes responsibility for the maintenance of adequate accounting records and internal controls that are designed to prevent and detect fraud and error, and for the accounting policies and accounting estimates inherent in the financial report.

Audit approach

I conducted an independent audit in order to express an opinion to the members of the Parliament of Tasmania. My audit was conducted in accordance with Australian Auditing Standards in order to provide reasonable assurance as to whether the financial report is free of material misstatement. The nature of an audit is influenced by factors such as the use of professional judgment, selective testing, the inherent limitations of internal control, and the availability of persuasive rather than conclusive evidence. Therefore, an audit cannot guarantee that all material misstatements have been detected.

I performed procedures to assess whether in all material respects the financial report presents fairly, in accordance with the *Government Business Enterprises Act* 1995, the Treasurer's Instructions, Accounting Standards and other mandatory financial reporting requirements in Australia, a view which is consistent with my understanding of the Port Arthur Historic Site Management Authority's financial position, and of its performance as represented by the results of its operations and cash flows.

I formed my audit opinion on the basis of these procedures, which included:

- Examining, on a test basis, information to provide evidence supporting the amounts and disclosures in the financial report, and
- Assessing the appropriateness of the accounting policies and disclosures used and the reasonableness of significant accounting estimates made by the Directors.

While I considered the effectiveness of management's internal controls over financial reporting when determining the nature and extent of my procedures, my audit was not designed to provide assurance on internal controls.

The Audit Opinion expressed in this report has been formed on the above basis.

Independence

In conducting my audit, I followed applicable independence requirements of Australian professional ethical pronouncements.

Audit Opinion

In my opinion the financial report of the Port Arthur Historic Site Management Authority:

- a) Presents fairly the financial position of the Port Arthur Historic Site Management Authority as at 30 June 2004, and the results of its operations and its cash flows for the year then ended_i and
- b) Is in accordance with the Treasurer's Instructions issued under the *Government Business Enterprises Act 1995* and applicable Accounting Standards and other mandatory professional reporting requirements in Australia.

TASMANIAN AUDIT OFFICE

DWR Baulch

Deputy Auditor-General

DELEGATE OF THE AUDITOR-GENERAL

8 October 2004 HOBART



VALE

Alan Gatenby, passed away in April 2004. Alan was a Chef in Felons Restaurant, and a loved and respected member of our Food and Beverage team. He will be sadly missed by all.



Along with other Tasmanians, we mourn the passing of the State's former Premier and PAHSMA's former Minister, Jim Bacon. Jim was an extraordinary political visionary who was largely responsible for the turnaround in Tasmania's fortunes — and just making Tasmanians feel better about where they have come from and more confident about where they are going.

During his term in office, Jim showed a keen interest in the welfare of the Port Arthur Historic Site. The success and enhanced reputation that PAHSMA has enjoyed over the last five years would not have happened without his support. He enabled the Site to show what great things can be achieved with positive backing.

Jim Bacon will be sorely missed by all at the Port Arthur Historic Site.

We offer our deepest and most sincere condolences to Jim's family and close associates.

STAFF LIST

Anderson, Jason Andrews, Alan Archer, Alan Archer, Vicki Armstrong, Carol Barry, Paul Barton, David Batchelor, Kristy Bellerby, Malcolm Benton, Virginia Best, Margaret Bingham, Anita Blakeway, Ian Bloomfield, Athol Boersma, Ian Boersma, Rachel Bowes, Simon Bradshaw, Jacob Brain, Melissa Brennan, Stacy Briggs, Melissa Brown, Laura Burgess, Suzanne Carr, Susan Cass, Michael Cerutty, Sue Chapman, Bridgette Charlton, Deanna Clark, Julia Clark, Karen Collings, George Connors. Elise Cooper, Michelle Cooper, Paul Coulson, Helen Cromack, Jo-Ann Culverwell. Peter Cunningham, Sarah Cuthbertson, Bruce Darling, Todd De Little, Jane Evans, Michael Evans. Vicki Featherstone, John Fife, Andrew Flood, Leanne Fowler, Suzanne Fox, Wilma Frerk, Patricia Freund, Anthony Gatenby, Alan Grant, Cheryle Griffiths, Andrew Grindle, Peter Hack, John Hadlow, Dianne Hallett, Kiah Hamilton, Lindsay Hammersley-Cave, Erin Hantke, Lydia

Henschke, Sheree Hirst, Sally Hood, Susan Hooi-Collings, Karen Horton, Jayne Howard, Lyndal Hughes, Carly Hull, David Jackman, Greg Jackway, Michelle Jones, Neil Jones, Stephen KerrSmith, Helen Kingston, Aileen Kleinhenz, Linda Knight, Colin Knox, Bill Kube, Shelley Kube, Wayne Kurczok, Laura Lambert, Michael Large, Stephen Lawler, Amy Lee, Jerindi Lee, Ken Leworthy, Laura Linden, Yvette Lund, Bruce Lye, Heather MacDonald, Malcolm MacFadgen, Keren MacFadgen, Miriam Magee, Mervyn Martin, Daren Matthews, Vanessa Maughan, Shannon McAvoy, Duncan McCrorie, Paul McGinniss, Bradley McGinniss, Darren McGinniss, Leo McGinniss, Maureen McGinniss. Sandra McKinlay, Daniel Melinz, Patricia Michalik, Rosalie Mitchell, Leigh Mitchell, Tim Moller, Ben Morgan, Amanda Nichols, Gary Nicholson, Margaret Nowell, David Noye, Matthew Nutting, Vicki O'Brien, Leigh Palmer, Mark Parker, Anthony Parker, James

Parsey, Jonathan Patel, Liz Peterson, Valma Piper, Jenni Plummer, Edward Plummer, Gareath Purdon, Tom Reardon, Tammy-Marie Reid, Michelle Reid. Ross Rhodes, Jonathan Rogers, Debra Rogers, Dennis Romey, Peter Rushton, Bronwyn Saunders, Kirsten Schultz, Brian Seville, Paul Sherrin, Wayne Skeggs, Claire Skinner. Linda Stacey, Barbara Stacey, Emma Stacey, Maria Steed, Mary Sumrall, Joseph Sutcliffe, Jillian Swifte, Timothy Torenius, Mark Triffett, Neil Troman, Deborah Troman, Jessica Troman, Mark Troman, Rebecca Tuffin, Richard Vertigan, Caitlin Vile, Michael Volant, Craig Walker, Nigel Welch, Justin Wellard, Dale Whalan, Kevin Wicks, Jodie Wicks, Julie Williams, Julie Williams, Paul Williams, Peter Wright, Ann Marie Young, James Zabiegala, Karin Zena, Elea Zerella, Rebecca

PARM

Antel, Monica Challis, Shannon Chapman, Janienne Chapple, Jessica Skeggs, Claire Skeggs, Vicki West, Bruce

Healy, Danielle

Parnell, Diane

Parsey, Benjamin



