



PARLIAMENT OF TASMANIA

TRANSCRIPT

HOUSE OF ASSEMBLY

GOVERNMENT BUSINESSES SCRUTINY COMMITTEE

Port Arthur Historic Site Management Authority

Thursday 27 November 2025

MEMBERS

Ms Burnet (Chair)
Mr Rob Fairs (Deputy Chair)
Mr Vica Bayley
Ms Kristie Johnston
Mr Marcus Vermey
Mr Dean Winter

OTHER PARTICIPATING MEMBERS

Mr Ferguson
Mr Bayley

WITNESSES IN ATTENDANCE

Hon Madeleine Ogilvie, Minister for Arts and Heritage

Port Arthur Historic Site Management Authority

Dr Jacqueline Jennings

Chair

Will Flamstead

Chief Executive Officer

David Nelan

Director of Corporate Services/Chief Financial Officer

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Port Arthur Historic Site Management Authority

CHAIR (Mr Fairs) - The time being 2.15 p.m., scrutiny of the Port Arthur Historic Site Management Authority will now begin. The time scheduled for scrutiny is 45 minutes. Members will be familiar with the practice of seeking additional information, which must be agreed to, to be taken by the minister or chair of the board, and the question handed in writing to the secretary.

I invite the minister to introduce the people at the table, their names and positions, and to make a brief statement to the committee.

Ms OGILVIE - Thank you so much. I will do that. We have at the table Dr Jacqueline Jennings, Chair; Will Flamsteed, CEO; and David Nelan, CFO.

I'll roll straight into a quick opening statement, because I know we don't have a lot of time. Thank you.

Chair, as Minister for Arts and Heritage, I'm pleased to be here today alongside my esteemed, high-performing team from the Port Arthur Historic Site Management Authority (PAHSMA). PAHSMA is entrusted to conserve and manage three iconic sites within the Australian Convict Sites World Heritage Property: Port Arthur Historic Site, the Coal Mines Historic Site, and the Cascades Female Factory Historic Site. Conservation of these sites brings a great responsibility for our state, requiring the commitment of considerable financial and human resources underpinned by world-class professional knowledge.

In addition to fulfilling these responsibilities, in 2024-25 PAHSMA was able to generate 79 per cent of its own income. The Port Arthur Historic Site is the fourth most-visited tourist attraction in Tasmania, and with 333,322 day visitors in 2024-25, it is easy to see why. For 2024-25 the ever-popular Ghost Tour at Port Arthur achieved close to 21,000 participants. Investment in conservation, infrastructure, education and interpretation, operating expenditure during 2023-24 at the sites totalled \$9.983 million.

A key focus of the board and executive over the past year has been the progress of the PAHSMA Strategic Plan 2023-28, as it represents the key to future success by setting a clear and sustainable future direction. Significant progress has been made, with six Stage 1 projects complete and multiple in progress. Stage I projects include the Heritage Management Plan, customer journey, revenue generation, and team support.

PAHSMA continues to play a critical economic role as one of the two major employers for the Tasman region. In 2024-25, PAHSMA engaged with the Tasman District School to facilitate work experience and promote seasonal employment opportunities for students. PAHSMA employed numerous school students during the peak visitation season.

Notably, PAHSMA has contributed more than \$12.6 million to either Tasmanian-based or national businesses with offices and staff in Tasmania, in accordance with the government's Buy Local guidelines. This represents 85 per cent of purchases being made from Tasmanian or national businesses with office and staff in Tasmania.

Additionally, PAHSMA education programs also continue to be popular, with both the Port Arthur and Cascades Female Factory sites hosting approximately 6380 students.

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The Tasmanian government also committed close to \$16 million to PAHSMA to support water and sewage infrastructure reform as part of the 2024-25 Budget. This work is underway, with work expected to be completed in September 2028.

In conclusion of the shorter opening, thank you to the fantastic board and management, everybody there. I love it very much. You all continue to display the leadership that we need to ensure Tasmania's past has a strong future. I'd also like to acknowledge and thank everybody across all our wonderful sites, and I look forward to seeing everybody soon. Thank you.

Mr MITCHELL - Minister, through you, how many tourists does the Port Arthur Authority see each year who nominate themselves as 'self-driving'?

Ms OGILVIE - That's a good question. I would like to ask Will Flamsteed if that is a question for him?

Mr FLAMSTEED - Sure.

Ms OGILVIE - Just before I go on, I'm happy to have very much a free flow. If it's something you specifically would like me to respond to, please do say, but otherwise just here to open the books. Thank you.

Mr NELAN - Self-drive tourists, Brian, would be approximately 75 per cent of our visitors. We generate around about 20 per cent to 25 per cent in trade tourists. They can be self-drive as well. We don't usually break it up in that sense, because we work off total tourism numbers. It's around about 75 per cent.

Mr MITCHELL - Have you got any insight into the mismanagement of the *Spirits* ferries, what impact that's had on your visitation revenue for self-drivers?

Mr FLAMSTEED - PAHSMA will welcome the new ferries when they arrive. We will certainly see an increase in self-drive visitation from there. It's not for me to comment, as the CEO of a Government Business Enterprise, on the management of another GBE.

Mr MITCHELL - Give it a go.

Mr FLAMSTEED - I don't think that's our role, Brian, but I think what we do is certainly support the arrival of those new ferries.

Mr MITCHELL - Thank you. Last question, Chair. The authority has reported an operating loss of \$1.518 million, which is significantly higher than both the budgeted loss of \$0.677 million and the prior year's loss of \$0.6 million. Would you suggest that the tourist visitation deficit was due to self-driving tourists being unable to use the ferries?

Mr FLAMSTEED - No, I wouldn't say that. What I would look at is - and I will have David go through a few of those numbers for you as well, Brian - but the impact that we're seeing in our ability to attract visitors is related nationally. We're seeing a downturn in visitation nationally last financial year. We're seeing that grow again, which is fantastic. I will get David to take you through some numbers in a sec, but the cost of -

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Mr MITCHELL - Can I have some clarification? My understanding is there was a record number of summer visitation to Tasmania over 2024-25, and yet you've reported a bigger-than-expected loss. Am I wrong in that?

Mr FLAMSTEED - No, you're correct in that. Visitation is changing, and it's changing quite dramatically. The people who may have come to Port Arthur in the start - let's look at Chinese visitation. The nature of the Chinese market has changed quite dramatically post-COVID. That's starting to rebuild again; we're seeing those numbers come up again, as an example.

Mr MITCHELL - Alright, thank you.

Mr FLAMSTEED - Do you want to just touch on some figures there?

Mr NELAN - Yes, we had a 7 per cent shortfall in visitation, which impacts our commercial revenue by \$1.277 million. That commercial revenue goes back in towards our conservation programs. Because of that, our participation rate for the Tasman Peninsula, in the number of visitors that come to Tasmania, has actually diminished over a period of 10 years.

The visitors to Tasmania have more choice now in their timeframes that they are here. They have a smorgasbord of choice with MONA, plus there is a lack of quality accommodation on the Tasman Peninsula. The tourists are making choices about where they go, and we are still there, attracting visitors to the peninsula and supporting that local economy. But that visitation we are highly sensitive to, so any drop-off in visitation as people go to Dark Mofo or MONA is great for the state, but we feel that.

Mr BAYLEY - Thank you all for coming. Thank you, minister. I have a question that goes to your last two annual reports in relation to the employee satisfaction surveys. Last year you had a target of 70+ in terms of employee satisfaction, and the result was 60+. This year, the target is 60+ and there isn't a report against it. So, I guess, the first question is that we obviously want to achieve targets in terms of employee satisfaction. We normally try to lift the satisfaction of staff, as opposed to lower the target. Can you explain why the target has been lowered from 70 to 60?

Ms OGILVIE - Thank you, I will take that through me, and perhaps that will be for you, Will?

Mr FLAMSTEED - Thanks, Mr Bayley. There was no State Service employee survey done last year, so we can't report on it; that's why you don't see that. We work very hard on our employee satisfaction.

I will probably take you back just a little bit. Maybe five-plus years ago, the board began the journey of cultural evolution and development for the organisation because of some of our employee satisfaction surveys. In the past three years that I've been at the site, we've invested and focused very heavily on some of those numbers, in particular around bullying on site, so we take that on board. We're a regional employer; we have issues that we need to address. We've spent the last few years looking at a cultural leadership program to enable our managers better to manage our staff.

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We've improved, through our strategic plan, a number of services that enable our staff a far more efficient process of when they're on site. So, we are working hard at that. You're not going to get a change in a year. You are going to get a change over a number of years and the Authority's investing in that heavily.

Mr BAYLEY - You mentioned bullying. Last year's annual report indicated that 44 per cent of staff had experienced some form of bullying. Do you have figures this year, or do you not have those figures because you haven't done that survey?

Mr FLAMSTEED - That percentage was relative to the Tasmanian State Service survey. Something we are going to implement next year is a pulse survey, so we can, in between state surveys that are now done every two years, we will introduce a pulse survey so we can measure that better.

Mr BAYLEY - They are done every two years; hence you haven't done one this year?

Mr FLAMSTEED - Correct.

Mr BAYLEY - What about lowering the target, just going back to the original question, through you, chair, why lower the staff satisfaction target from 70 to 60? Noting, obviously, that that was the result last year.

Mr FLAMSTEED - I probably want to clarify that question. You're saying that we've lowered the target from 70 per cent to 60 per cent, or the number is lowered from 70 per cent to 60 per cent?

Mr BAYLEY - The target you are seeking to achieve in terms of satisfaction, last year's annual report, it was reported as 70 plus, this year's annual report, it's reported at 60 plus, in terms of satisfaction.

Mr FLAMSTEED - I just think that's being a realistic number. We are working up to be the best that we can for our staff and to be the best employer that we can for our staff.

Dr JENNINGS - The other thing that I would add to that is that we're undergoing a major cultural exercise. We're a year and a bit in and so we would anticipate that that would have some repercussions in the level of satisfaction because it's going to impact some people negatively. As Will said, it's a realistic expectation rather than just putting some target that's meaningless.

Mr BAYLEY - One last question on this one, Chair. The annual report didn't have a people and culture section as it has in past years, this year didn't have one of those, talking to staff and people and people and culture. Why was that? Was that a deliberate decision or didn't have anything to report or?

Mr FLAMSTEED - No, we did have a lot to report. If you look within the contents of the annual report, especially around our achievements, we recognise our cultural program. We're refining the style of how we're reporting to ensure that we report what is mandatory to report within our annual report and to ensure that we keep efficiencies in that reporting process as well.

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Mr FERGUSON - Minister, and to your chair, congratulations on your appointment earlier this year, I wish you well. I want to ask the minister or the chair or your team to reflect on successes through the previous 12 months of the annual report or even up to date? I noticed from the report 333,322 day visitors, I wish there were 11 more. How do you see the key achievements and the engagement with the local community, noting as well that there is a comment in the annual report that reflects lower than expected visitation? I invite your comments on that.

Ms OGILVIE - Thank you, and it's a great question. It's an iconic site that's really etched in the hearts and minds of most Tasmanians. I can't tell you how many people I have bumped into who will remark, 'Oh yes, I went there when I was at school'. So, there is that warm connection. The visitation issue, I think, we've touched on a little bit but we can reflect a little more on that as well, particularly post-COVID and rebuilding and the nature of the tourism visitation market as well, which is obviously very germane to PAHSMA.

I would be really pleased to start by highlighting some of what I think are the great achievements of the team down there and to underscore particularly the significance of the contribution PAHSMA makes to the Tasman Peninsula, which we love, of course.

Port Arthur is the fourth most-visited tourist attraction in Tasmania. The Cascades Female Factory, which operates under PAHSMA, ranks as the 16th most-visited attraction in the state, although I might say it's probably my most-visited site, I love going there and I'm there often. In 2024-25, the Port Arthur historic site welcomed - I'm going to say the number - 333,322 visitors. I, too, wish there were 11 more; perhaps we should bring another bus load. That's holding steady from last year's increase and whilst visitation was comparable to prior years, the yield per visitor increased 7 per cent from last year from \$54.20 to \$57.78. Important.

This increase of visitor yield was also seen at the Cascades Female Factory historic site, exceeding the budget by 17 per cent. That's an impressive \$33.57 per visitor from the previous \$28.63. This increase was driven by, I think, savvy business decisions in the form of improved retail and visitor experiences. Hopefully, if you've been there, you've seen how nice it is as a site and the retail is important to that.

It's important also to note that PAHSMA plays a really critical role in relation to the peninsula more broadly. Contribution analysis undertaken by economist, Saul Eslake, on 24 October found that for every dollar provided by the state to PAHSMA, the economic value delivered was \$5.73, so that's a good return. PAHSMA's total economic contribution of \$26.3 million represents 21 per cent of the Tasman local government area's gross regional product. So, it is a pretty important site and the business there is important to everybody. One hundred and forty-seven PAHSMA employees who live in the Tasman Peninsula region receive \$7.4 million in gross wages, inclusive of super. The wages paid for these employees represent 57 per cent of total payroll tax contributed back to the state.

Beyond employment, the authority spent \$900,000 on products or services from 102 local businesses within 70 kilometres of Port Arthur, including more than \$53,000 paid to the Tasman Council. However, PAHSMA's contribution goes far beyond that and I will quickly run through it: The Garlic Festival, Tasman Feast, Turrakana Tasman Arts, PAHSMA Classic Golf Tournament, Port Arthur Cricket Club, the Lions Club, the TSO Chorus, Community Arts Exhibition, Makers Market, Christmas Carols - all the good stuff.

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Mr MITCHELL - Minister, PAHSMA was funded \$15.95 million by the Tasmanian government for water and sewage upgrades. Could you please provide an update on this project in terms of status, progress and timeframes? In particular, when are the works likely to be finished and is it currently on budget?

Ms OGILVIE - This is the most exciting water and sewage project known to mankind and it is happening on the peninsula. The reason it's exciting is because in taking that cost burden off PAHSMA. They have money to spend on conservation and restoration and all the good things we want them to do. That plant is really important for the whole of the peninsula. We'll turn to the team. I think it is probably a Will question for the specifics.

Mr MITCHELL - So status, progress, timeframes.

Mr FLAMSTEED - Thanks, Mr Mitchell, for the question. PAHSMA also thanks the Tasmanian government for the extraordinary investment in our \$15.95 million in water and sewage. Status: the project is on track. PAHSMA's executive spent time developing, first, a formal project management protocol and procurement and governance structure for the particular project. That particular governance structure was then endorsed by the board to ensure that it met all our procurement guidelines as a government business enterprise.

We have since gone to tender and engaged an external project manager due to the size of the project. It couldn't be expected that our staff would manage that internally. It would impact on our general works and business as usual. The project working group and steering committees, et cetera, have met and are formally in place. Our project manager, external, has been engaged and next stage of procurement is the design phase. That's out to market at the moment and we expect to be able to make a decision on that early in the new year.

Mr MITCHELL - Can I get some clarity? Is it on time and on budget?

Mr FLAMSTEED - It is on time and on budget.

Dr JENNINGS - It's on track to complete on 28 September, so that's the timeline we are looking at.

Mr MITCHELL - Thank you for that. On page 4 of the annual report, it is stated that PAHSMA engaged in evolving the culture action plan. Can you elaborate further on what that looks like, please?

Mr FLAMSTEED - I touched on that before, Mr Mitchell. Part of our investment as an organisation into the wellness and wellbeing of our staff is the culture action plan. It was identified as part of our 2023-28 PAHSMA strategic plan and recognises the demand and desire for us to culturally evolve and modernise as an organisation. Whilst the strategic plan is looking at organisational evolution and development, a particular project within that is the culture action plan, which is very much about providing the environment and the skills, as an organisation, that will enable us to best manage our staff and to create a safe space for our staff to work in as well.

That's gone through a number of different deliverables, a couple of the top-line deliverables there are the leadership program for our managers and the executives. That's teaching our middle managers - and if you've ever run a business, middle management is where

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you actually effectively manage a business - giving our middle managers the skills and tools to best manage their staff and to culturally manage their staff as well.

Part of the evolution and development of our culture was the positioning of a new vision for the organisation, but also understanding how that's delivered within the organisation. Each of our departments and our sub-departments worked on developing a team charter on how we want our staff and how they want to be treated within the workplace. That's something that they developed themselves. The vision was something that our people developed and passed up to our executive and board as well. That enables us to work in a safe and effective way and to be able to be accountable and make all our staff to be accountable for how they behave in the workplace.

Mr BAYLEY - I know the management plan for the Port Arthur site and the historic sites is under review. I know the most recent iteration of the draft is with the Planning Commission as it stands. Can you give us an update on progress and timelines for that new management plan, and a bit of a summary of the fundamental changed management actions that you've identified need to be built into that plan that you need to address.

Mr FLAMSTEED - Thanks, Mr Bayley. Yes, I can take that.

Ms OGILVIE - Yes, then I have a bit of additional information.

Mr FLAMSTEED - If you start, minister, that's fine.

Ms OGILVIE - Happy to start. We have been doing quite a lot of work on this, and I thank you for the question. The draft heritage management plan is a revision and update to the Statutory Management Plan 2008 for the three sites under its management: Cascades Female Factory, Coal Mines and Port Arthur Historic Site. What it's seeking to do is fulfil both the state and federal government regulatory requirements and obligations, including the EPBC regs 2000, with which you would be familiar, and the World Heritage Convention, which I know we're both familiar with.

It does provide a clear sense of direction and approach for ongoing conservation and management of the sites, but also, importantly, provides a prioritised approach for heritage management plan implementation. Importantly, with consideration of available resources - I think we will probably speak to that element as well - the heritage management plan aligns with the PAHSMA strategic plan. I know a lot of workers have lived that journey with you over many years. A lot of work has gone into that.

I'm pleased to report that the consultation process is well underway and the draft plan was placed on public exhibition for a period of 39 days on 1 December 2024. We have had a total of seven representations. They were made in response to the draft plan. I will name a few of those so you can get a sense of what we're dealing with: National Parks and Wildlife advisory committee, NRE Parks, Tasmanian Department of Climate Change, Energy, the Environment and Water (DCCEEW), two members of the public, and two PAHSMA staff members. It's nice that they feel they can contribute, which we welcome.

A report on the representations received has been submitted to the Planning Commission, as we've noted, and the TPC will decide if a public hearing is required. If not, the commission will report to the Minister for Parks, who will consider the report. Draft plans being provided

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to DCCEEW for review prior to the formal submission to the Australian Heritage Council. The plan is required to be consistent with the world and national heritage management principles set out in Schedule 5 of the EPBC Regulations 2000. Once the plan is finalised, obviously it will be submitted to the Governor for approval.

Thanks for bearing with me. Good to have that on the record for those who are listening in and the framework. I might ask Will if he has some reflections in addition.

Mr BAYLEY - Some of the challenges and things you've identified need to be addressed.

Mr FLAMSTEED - Thanks, Mr Bayley. If you think of the heritage management plan as the body of work or the formal document that enables us to make the conservation and interpretation decisions that we need to make in managing our three World Heritage sites. Some of the things that we recognise that have issues are:

First, the ongoing conservation of not just the sites, but all the buildings, ruins, gardens, et cetera, that sit within those sites. The cost of doing business, as with anyone, is increasing dramatically for us as well, which you might see in our financials. That's one of the things that we've recognised.

We're seeing the impact of climate change, especially at sites like the Coal Mines Historic Site and also at the Port Arthur Historic Site. We're seeing tidal erosion - dramatic tidal erosion at the Coal Mines Historic Site. We use the principles within the Heritage Management Plan and the decision-making framework they've created for us to be able to make decisions on why we do what we do. Do we try to stop it? It's pretty hard to stop climate. How are we going to treat it? How are we going to then interpret into the future? They're just a couple of examples.

Mr BAYLEY - Minister, I think I just heard you say the management plan is being developed - if I heard you correctly - given the consideration of available resources. What do you exactly mean by that?

Ms OGILVIE - Yes, there are always constraints with how much money you've got to spend.

Mr BAYLEY - Does that mean that the management plan itself is being constrained to the resources available? Is that what you mean by that?

Ms OGILVIE - I mean that in any work PAHSMA or any organisation does, they have to work with what they've got. Will, would you reflect on that? How you're prioritising?

Mr BAYLEY - I guess what I'm getting at, if you don't mind, and through you, minister, is, I would hope you would write the best possible management plan that deals with the challenges of the site and not allow that to be constrained by resources. If resources aren't forthcoming, well, that's a challenge that then needs to be addressed -

Ms OGILVIE - I see what you mean, sorry.

Mr BAYLEY - But the management plan needs to be what you require to manage the outstanding value of that property.

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Ms OGILVIE - I think I misunderstood. Thank you.

Mr FLAMSTEED - If I could clarify a few things. The Heritage Management Plan is an overarching document. We also have our strategic plan as well, which is an overarching document. Both of those are roadmaps that define output. Annually, we have corporate planning and the Statement of Corporate Intent net budget that enables us to do what we do with the amount of money that we can either generate through commercial activities or grant funding from government. Within that is a conservation program that is identified via the Heritage Management Plan, that we need to make decisions on, on an annual basis, because the amount of money that we can generate commercially and the amount of grant funding that we get is not the same amount as what we would like to be able to fully conserve and wholly conserve all our sites. We have to make decisions.

Mr BAYLEY - On average, what do you think the shortfall is there, in terms of what you earn and what you can achieve through grants? What do you think is required to manage the values?

Mr FLAMSTEED - We would always like more funds, I can tell you that.

Ms OGILVIE - That was the point I was trying to make.

Mr FLAMSTEED - Our ability to generate more commercial revenue is lesser and lesser every year. If you think of it as a sponge, we're squeezing that sponge really hard. In the same way, the amount of funds that the government can give us, we're very appreciative of those funds. Any organisation needs to make decisions about what they can and can't do. We then look at our business model and our business functioning and say, how are we doing this? Can we be more efficient in how we do this, and can we make our funds stretch further?

So, we'll always ask more funding. We'll always do our best to generate more revenue. It's the nature of the beast at the moment.

Ms OGILVIE - If I may, it has been great to have Jacqueline on the board as well, who has that corporate experience. She brings a fresh set of skills to the table. I found it very helpful to have some new ideas and also those corporate skills about that resource deployment and prioritisation. Is that a fair thing to say?

Dr JENNINGS - I was going to actually add to that, in that particular vein, only last month the board met and had a look at what we had on our plate, what we desired through our plans - our strategic plan, our Heritage Management Plan. We then had to prioritise and select what we were able to complete with the funds that we have. It means that things are going to take longer to achieve, but those projects that we have funding for will be completed.

Mr MITCHELL - If I can quickly piggyback off Vica's question. Is there anything critical that you're not able to do?

Dr JENNINGS - Yes, and particularly around that conservation and heritage lens, and with that overarching climate change impact that's been clearly recognised now as having a significant deleterious effect on our assets. There are areas that we are deeply concerned about, but we do not have the funding to address, so we're just having to say, where can we do something whole and progress in a structured manner?

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Ms OGILVIE - Mr Mitchell, just a little compliment - we're very, very grateful for the federal government's co-stewardship and also always very grateful for additional funds. Subtle, right?

Mr MITCHELL - That's my past.

Ms OGILVIE - More of that, thanks very much.

Mr FERGUSON - Mr Mitchell only asks DDs.

Thank you, Chair. Minister, just a two-part question in view of time, if that's alright. I will be happy with brief answers on each part.

The first is on the Coal Mines Historic Site. I visited there with my family, and it often surprises me how little we hear about it. I just openly express, I wonder if that might be an area of some additional opportunity for a value-add in terms of letting people know about what is available on the peninsula. I would invite your comment on that.

The other part of my question is around injuries and worker safety. I appreciated the comment in the annual report that there's foundational beliefs and principles that guide the organisation. It talks about the team chartering processes, and it talks about training that leaders have received around psychological safety. If you don't mind me saying, there's not a lot more about any lost time injury reporting in the document, unlike most of our other GBEs, where it's almost a go-to stat in the statement of corporate intent. It might be just something I ask you to take on board and consider reviewing for future consideration. I invite your comment on worker safety as well, and performance.

Ms OGILVIE - Thank you very much. The Coal Mine site, I think, is absolutely ripe for doing more with that. I did a bit of a deep-dive on that question when I came on board as the minister. I know that there are matters of prioritisation and challenges, and so I will ask Will to speak directly to that.

If I may perhaps address the second part of your question first, because I happen to have some details there. I think you're quite right: it's good to have the stats. In relation to that question, I have some details about work health and safety. During 2024-25, PAHSMA received six workers' compensation claims. I think this goes to your question about site injuries, et cetera. Four of those are already closed. All did result in lost time. Four were not disputed, and two were successfully disputed with no ongoing employer liability. Three claims related to physical injuries.

I think we've heard today that the commitment to workplace safety and maintaining a safe workforce is evidenced by PAHSMA's considerable investment in WH&S training, but also the issue of bullying and having a safe psychological working environment is really important. I know that is something that's getting a lot of attention not just at PAHSMA, but across our workforce, and in the workforce more generally in Tasmania.

Training that's been delivered included first-aid and CPR, safe operation of workshop machinery, forklift operations, all those things you would expect, WH&S corporate inductions, and training for supervisors and managers, to name a few.

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Employees and visitors reported 61 injuries during 2024-25. All were musculoskeletal injuries and generally reflected the nature of a vast heritage landscape, as you could imagine. I think they're the stats you were after.

I would like to ask about the Coal Mines. It's such a great little asset and it has a lot of love down on the peninsula.

Mr FERGUSON - A lot of people don't know about it.

Ms OGILVIE - No, it's a secret. It's a hidden gem.

CHAIR - We have about a minute.

Mr FLAMSTEED - In a nutshell, Mr Ferguson, the Coal Mines is a site that has a high level of endearment, like you've just touched on, with the Tasman Peninsula locals. It is a free site, as compared to the Port Arthur Historic Site and the Cascades Female Factory, that both have paywalls, for obvious reasons as well. The site is quite remote. Our ability to manage that site, if we have something more than what it is at the moment, would have a high impact on our ability to actually service that site, although we do service that site within our current income.

The upkeep of it is quite major because of the nature of it with coast erosion, but also with bushfire preparation, et cetera. It's something that we will consider strategically in the future as maybe a future education offer. But I think that needs to have some serious business case planning around it in the first instance before we'd make any decision to further invest in a bigger activation than what we have at the moment, which is self-guided.

Ms OGILVIE - A very quick one, something historic that you will like. Just by way of interest, there is a series of artworks that William Charles Piguenit did of the Coal Mine site. This is a really beautiful treasure that's currently housed at TMAG.

Mr MITCHELL - Minister, in the 2023-24 annual report, it stated that PAHSMA employs 199 employees, and in the 2024-25 annual report it states PAHSMA employs 158 employees. Could you tell me what the true number of employees is, in terms of both headcount and FTE, and can you explain the dramatic loss?

Ms OGILVIE - Okay, that's one for the administrators.

Mr NELAN - The 199 that you're referring to, was that a headcount or was that an FTE?

Mr MITCHELL - I could not tell you.

A witness - It's a total headcount.

Mr NELAN - We are a fairly seasonal business in our organisation. You may recall with COVID, the state government made a commitment to retain even casual staff. We carried casual staff through non-peak seasons as we recovered from COVID. We've now gone past those COVID years of support. The numbers are that we have a headcount of 158 people as at 30 June, which is not our peak season - it's quite miserable at Port Arthur.

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Mr MITCHELL - That is consistently reflective of the annual reports, more generally speaking, over time. Would that be an accurate statement?

Mr NELAN - Yes.

Mr MITCHELL - So, you're putting the 199 down to the fact that you retained people you would normally offload over the non-peak period and you kept them in COVID?

Mr NELAN - That's right.

Mr MITCHELL - Okay, thank you. That explains that.

I have another one here. The total cost of consultants, through you, minister, in 2024-25 was \$831,984, with \$272,665 of that spent on 19 consultants for \$50,000 or less. Could you please table a list of the 19 consultants and cost of the work that each was engaged in?

Ms OGILVIE - Let me confirm what we have to hand. Do we have a list that we can table or read out?

Mr NELAN - I can read them out. I just need to find my notes on consultants.

Mr NELAN - So, you're interested in the \$272,000?

Mr MITCHELL - There were 19 consultants, each contracted for \$50,000 or less. Could you table a list of the 19 consultants and cost of the work each was engaged in?

Mr NELAN - Yes. KPMG - this is GST-exclusive numbers - they had \$31,650; Apex Advisory \$25,000; Burbury Consulting was \$18,320; Wise, Lord & Ferguson \$6700; Newton & Henry \$2500; Bree Richardson Consulting \$26,000; Mersa was \$8640; ARTAS Architects \$24,540; and Chapman Executive \$21,315. I'm not adding this up in my head, I might add. I'm not sure how many I've got through there, at this stage.

Mr MITCHELL - Is that list publicly available? Has that been published anywhere on the public record, or was that -

Mr NELAN - No, it hasn't been required. We're required to state those over \$50,000, which is what's in our annual report. We don't list the subset.

Mr MITCHELL - Minister, it would be helpful, through you, would you be okay with that list being published?

Ms OGILVIE - Yes, I'm comfortable with that. I want to make sure there's no confidentiality issues. I always check that it's not -

Mr NELAN - I couldn't see any real confidentiality issues, except that we're an organisation that generates commercial revenue and there's commercial-in-confidence information whenever you present names of people that you're using.

Ms OGILVIE - Would you be okay with us confirming and checking that and then we can -

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Mr MITCHELL - Sure.

Mr FLAMSTEED - I have no problems if there's no level of commercial-in-confidence, Mr Mitchell.

Ms OGILVIE - Is that okay?

Mr MITCHELL - Yes, I think that's as much as I can expect.

Mr FLAMSTEED - What we've reported in our annual reports meets the expectations and guidelines of our act, so, I'm pretty comfortable with that.

Ms OGILVIE - There's no problem providing the information. We'll just check that it's not going to upset anyone.

Mr MITCHELL - Minister, going back to contracting, how much is spent on HR consulting firm, BelRose?

Mr FLAMSTEED - I can answer that, Mr Mitchell. For the 2024-25 financial year we spent with BelRose \$323,566.

Mr MITCHELL - Can you provide any explanation? Are they your principal HR consultant? Do they do the bulk of PAHSMA's HR consultancy work, or is it just part of it?

Mr FLAMSTEED - They would be the principal consultant. An element of that is as a contractor, not as a consultant. A consultant is a specialist providing you with detailed expert advice or services on spec, whereas this is like a contract labour hire where they're just performing under the direction of the people and culture manager.

Mr BAYLEY - Through you, minister. Chair, we talked earlier about some of the challenges of climate change, coastal erosion, and I know there are other issues at Port Arthur. It's also been a site of measuring climate impacts for a long time, ever since the sea level lines were scratched in the stone. Can you give us an update? I know the Tarleton Street oak trees were a project that was climate affected and you engaged novel techniques to irrigate them subsurface. Can you give us an update on that? Has it been successful? Have you managed to keep those trees alive and healthy?

Mr FLAMSTEED - Those trees are alive and healthy. Just to touch on what you touched on there, Mr Bayley. We were pumping fresh water onto what is a very sodic site, so, impacted by salt.

Mr BAYLEY - Pumping subsurface though, was it? Into the roots?

Mr FLAMSTEED - Yes. Part of the issue, or a couple of issues - and I'm not a conservation specialist, but I understand it because of my role - that area in front, if you know the cricket pitch at Port Arthur, that's all reclaimed land. A lot of that land becomes very highly saturated with high water tides. The trees sit just beyond that. Their impact is subsurface. We received some advice a few years ago and made the decision to pump fresh water onto that area and it's rejuvenated those trees and they are now much healthier than they were.

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Mr BAYLEY - A success story.

Mr FLAMSTEED - Yes, for a simplistic approach.

Mr BAYLEY - What about other climate-induced or climate-related challenges at the Port Arthur site itself? Have they got costly remedies and have you got them addressed?

Mr FLAMSTEED - Yes, two that I'd like to focus on. One in particular is the penitentiary. You might remember about 10 years ago, the penitentiary had some major remedial works done on its structure, geotechnical work. We had that analysed in 2021 from memory, to be exact - I can't remember, but in the last few years - recognising, number one, that the works done then were still very sound. What we have found in the last couple of years is the impact on the fabric of the penitentiary. Put simply, areas where either mortar was falling or the bricks were degrading, et cetera. We saw that as being a very urgent thing to fix. We developed a strategy around that. The strategy was then managed and discussed, first with the Tasmanian government to look at how we could find the funds that we needed. We then worked with the minister to take that federally and with our new federal member for Lyons, Rebecca White, who was very responsive to that. We received \$8.9 million.

Mr MITCHELL - Much better than the last bloke. He was useless.

Ms OGILVIE - The last guy was terrible.

Mr FLAMSTEED - Who's that guy? But just to touch on that, we now have a staged process of \$8.9 million work on the fabric of the penitentiary. It's a staged approach, which means we can still keep it open, means we can still interpret it, and you can still get that iconic picture.

Ms OGILVIE - I know we're very short of time, but I would like to get to that point as well. I did open with that, saying with a heritage site like this, it does take all of us to look after it. I am very genuinely thanking the federal government and the work that was done. Importantly, the collaborative way that that was done because it's to the benefit of all Tasmanians, which is part of the reason I love the heritage portfolio. I know you feel similarly.

CHAIR - The time allocated for scrutiny has now expired.

Thanks to the officers, office holders and staff for your attendance. Big thank you to the committee. Thank you everybody for your participation today. You can please stop the broadcast.

The witnesses withdrew.

The committee adjourned at 3.00 p.m.