

Wednesday 5 December 2018 - Legislative Council - Government Businesses Scrutiny Committee B - Port Arthur Historic Site Management Authority

LEGISLATIVE COUNCIL

GOVERNMENT BUSINESSES SCRUTINY COMMITTEE B

Wednesday 5 December 2018

MEMBERS

Ms Armitage (Deputy Chair)
Mr Armstrong
Mr Dean
Mr Farrell
Ms Howlett
Ms Rattray (Chair)
Ms Siejka

IN ATTENDANCE

Hon. Will Hodgman MP, Minister for Heritage

Ministerial Office

Mr Tim Baker, Chief of Staff

Ms Alice Honeywell-Jones, Senior Adviser

Port Arthur Historic Site Management Authority

Professor Sharon Sullivan AO, Chair, PAHSMA Board

Mr Stephen Large, Chief Executive Officer, PAHSMA

Dr Jane Harrington, Director, Conservation and Infrastructure

Ms Anne McVilly, Director, Tourism Operations

Ms Jennifer Fitzpatrick, Marketing & Communications Manager

The committee commenced at 8.53 a.m.

CHAIR (Ms Rattray) - Welcome, everyone, to this year's GBE scrutiny and particularly, Premier, welcome to you and the PAHSMA team with you. As we have usually done in previous

times, we ask you, Premier, to provide an overview. The length of time that takes will reflect on the amount of questioning time we have, but we would like to get as many questions as possible into this process.

Mr HODGMAN - Thank you, Chair, and I will limit my comments as much as I would love to speak at length as the Minister for Heritage with responsibility for PAHSMA, and very proudly so.

Chair, if I may briefly report on what has been another hugely successful year for the Port Arthur Historic Site Management Authority, particularly with the opening of the new visitor centre at the site, which is the largest capital building project in PAHSMA's history. It was built on time, within budget and funded by the authority, too. That is a wonderful model for a government business.

CHAIR - With some help from TASCORP, I believe.

Mr HODGMAN - An excellent project that I am sure those of you who have visited would see as far more appropriate for what is one of Tasmania's iconic tourism drawcards, but also one of the world's great heritage sites.

The authority also reports a very strong financial performance and business growth. I congratulate Professor Sullivan, the board, management and employees of PAHSMA on their outstanding achievements. They also effectively manage other iconic sites in our state that make up the Australian Convict Site World Heritage property of Port Arthur and also the Coal Mines Historic Site and Cascades Female Factory Historic Site. Conserving each site's heritage buildings, ruins, landscapes and collections is most rewarding and is appreciated by all Tasmanians, but it is also inherently challenging and requires considerable financial resources. Promoting and managing these sites as heritage tourism attractions presents an opportunity to conserve and maintain these significant places for future generations.

PAHSMA has continued to experience workforce growth, which is largely attributed to the increase in visitor numbers. They directly employed 173 staff as at 30 June 2018 and the authority is the most significant employer in the Tasman region. Importantly, where possible the authority engages local contractors to supply services and uses local produce in the food and beverage outlets.

I want to just touch on the cruise ship industry, which has been the subject of some interest to the broad Tasmanian community and certainly to the Government, and no less to the authority, which is part of what is a rapidly growing sector. Their continued work alongside the cruise ship sector saw 26 ships dock at Port Arthur during 2017-18. Additionally, PAHSMA sites welcomed visitors from cruise ships that dock in Hobart throughout the year and are a vital contributor to our visitor economy. This year our Access 2020 working group released a recent view of cruise ship activity in Tasmania that provides an analysis of the market size and economic contribution of cruise visitation to the state and outlines target segments to support our goal of getting more visitors here while making sure they see more of our state, disperse across it and spend more while they are here. In summary, the regional cruise ports review found the anchorage at Port Arthur can continue to efficiently manage growth of cruise ships. In addition to cruise ships anchoring at the site, they welcome visitors from a number of ships that visit our state.

The PAHSMA board and executive are to be congratulated on the significant conservation work finalised during the year. I am proud of their achievements in that regard and look forward to receiving the final recommendations that will come from their carrying capacity study, which is progressing and will be of great benefit, not only to the authority but also to the tourism and heritage sectors within government.

In conclusion, it goes without saying - and all members would be aware of this - how important the site is to Tasmania's visitor economy and our heritage tourism attractions. It is often highlighted not only in what we do in Tasmania but also nationally, and it continues to attract many visitors to the site. The site continues also to receive accolades, not only for its quality but also the experience that presents. It is a credit to the staff who are very engaged and conscious of the importance of providing a positive experience for our visitors. It is why, without wanting to sound blase or complacent, the site continues to receive not only state but also national accolades and tourism awards for excellence. In this financial year, I believe awards are available for inspection at a later stage.

I will leave my comments at that but, perhaps, Chair, if it would be possible to ask the PAHSMA chair to also make some brief opening remarks.

CHAIR - I am sure the committee would be very pleased with that. Just before Professor Sullivan does so, I want to put on the record that some members of the committee travelled to Port Arthur on Monday and were able to look over the new visitor centre, the restaurant and some of the works done throughout the site. We want to place our thanks on the record for that. We were very well hosted, even though the weather was not that pleasant to us. We managed. Thank you, Professor Sullivan.

Prof. SULLIVAN - It was a great pleasure. It is a great pleasure for me to be here again. I was reappointed as PAHSMA Chair during the year, which is a privilege, and I have witnessed many challenges and achievements for PAHSMA over the years that I have worked with PAHSMA. As we say in the conservation business, if you are into heritage, you always fall in love with Port Arthur the first time you see it and you wish to be involved with it for the rest of your life. That is something I am very privileged to do.

We thank the Government particularly, as we do every year, for the support we have had. It is support not just in terms of the funding and the advice they give us, but also the support in their trust in us to get together the money, to do the planning and to do the visitor centre. That is a considerable risk, not just for us but for government in it working. Of course, as you know, approvals have to go through the federal government as well as the state Government. We were very pleased to have that very full support and we are very pleased with the outcome. We got it through on time and on budget, as the Premier has suggested, and we used Tasmanian contractors and so on.

The only other thing I would like to mention about this is that it has won a number of awards but one of the most important has been that the new Port Arthur gallery, which some members of the committee saw yesterday, with a project managed by Dr Jody Steele won a special judge's award from Interpretation Australia this year. It was very pleasing, and I think if you saw it, you would know that it is really telling the story very well. Additionally, it is, for the first time, very sympathetically telling the story of the tragedy. That has been done in consultation with the stakeholders. We think it has hit the right note in that sensitive area.

We kept going through all of this. In the midst of winter our staff did not really have anywhere to operate except out of containers and they did a wonderful job. We had very few complaints from visitors. That was very pleasing, too, because that is always the problem when you are running a site with lots of visitors, to keep them happy while you are doing a major thing like this.

As the Premier mentioned, we are very interested in ensuring that we can go on receiving visitors and more visitors than we have at the moment. We are very keen to get ahead of the game and to do a carrying capacity study, which does not say we could only take this number of people. What the carrying capacity study will say is: what are the values we are looking at, what are the risks to these values and how can we set up policies whereby we can continue to have an increasing number of visitors without jeopardising these values? We are very firmly of the view that part of the heritage value of Port Arthur is that people see it and understand it. Therefore, as some heritage sites have done in the past, we do not say we are here to conserve it and the visitors are the enemy. We see the visitors as adding to the value, but we are very keen to do this carrying capacity study. As the Premier said, we are hopeful that this will be of use to other agencies. We are also hopeful that we can work with other agencies. We are also hopeful that we can work with other agencies in general on this to ensure that the continued visitation rise is done in a way that conserves the values which everybody comes to see.

So, the stage is going to be completed in the new financial year. The Getty Conservation Institute is sending two of their senior people to a workshop in February. We are also hoping to have a symposium later in the year which we are hoping the Premier will open for us. They have done a great deal of work at a very big heritage site in China with reference to these things. We have a long exchange program with this site, which is very useful.

We are also involved in working collaboratively. We continue to benefit from the Australian Research Council project, which is very well thought of. It is called Landscapes of Production and Punishment. We are working with a group of universities to do the archaeological and other work, which gives us more information about Port Arthur.

We are working on creating a first-class history and interpretation centre at the Cascades Female Factory with Tasmanian architectural firm Liminal Studio, partnering with Snøhetta and Rush Wright. They submitted the winning design entry. Later today the board will be meeting with them to progress that project. We are very pleased about that. We want to make sure it is fit for purpose. It is a very sensitive site, as I think I explained last year. We want something that blends in the austerity and the story of the Female Factory. We have that, I think, in terms of the design, but, of course, finessing it and getting all of those things right that you need to get right practically will be our next job. Then we are going to be raising funds for it.

We have two community advisory committees that work very well for us, one at Port Arthur and one at the Female Factory. These are really integral to the work we do and to our ongoing planning and so on. They are always involved and they bring news back to the community about what is really happening, as opposed to what people might think is happening. Being a big employer on the peninsula is really good for the community, but it also means that we can be seen as the big brother, or I perhaps should say, big sister. We need to keep control of that.

We also have the Coal Mines. We also have a very active group there as well that polices that place to some extent and helps us with it.

We have been working now for 14 years with Federal Group to build a first-class hotel right on the site. The brief history is that a long while ago the Government gave a long lease to build a motel right on the edge of the site. It is not somewhere necessarily where you might choose to build a motel if you were starting with a greenfield project now, but Federal bought the lease 14 years ago and proposed a first-class small hotel development there. Neither we nor Federal have succeeded in getting this going. It has stalled for many reasons. The Federal Group has been reassessing its needs, doing other things it needs to do. Also, it has said that at the moment it wants to reassess when it has more information about a range of things.

We have concerns about that 14-year period because the motel there is not getting any younger. Also, it is uncertain for commercial interests that want to develop down there, if they don't know whether Federal is building a big hotel or not, and, if so, when. That is something that is ongoing. We are meeting with Federal today to talk about that.

Climate change is a key issue we are very concerned about, particularly at the Coal Mines. If you have seen the footage of the king tide we had five or six years or more, which swept into the bottom of the penitentiary and resulted in the need for all the work we had done there, you will know that this is an ongoing problem.

I am very pleased to say that we have a really good research team doing work on this, to try to find practical solutions. You cannot stop some of the coal mines from going into the sea, because of rising sea levels, but you can take mitigated steps and record carefully. You can do all of those things. Once again, we are doing some really good work there which will have general application and what we are trying to do.

We are grateful, as I have said, to the Tasmanian Government for its ongoing support and we look forward to the coming year and years with new challenges. Thank you very much.

CHAIR - Thank you.

Mr HODGMAN - Chair, we are more than happy to take questions but, prior to doing so to formally, I wish the member for Launceston a most happy birthday. I am sure she is delighted to be spending this auspicious occasion with this committee.

Ms ARMITAGE - As do my family.

CHAIR - We fully support your best wishes and some of us have already expressed our birthday wishes to the member for Launceston.

Now I will ask another northern member to open our questioning. Thank you, Mr Dean.

Mr DEAN - Thank you, Madam Chair. We appreciated the opportunity on Monday to look at the new visitor centre, which is a real eye-opener. It is a great centre and will be a wonderful further attraction for the site. We thank the CEO and other members for looking after us. It was great.

CHAIR - Trying to keep us out of the rain.

Mr DEAN - You learn so much from seeing. My first question is on the centre and, while we discussed these matters on Monday, I want to raise them here.

The great thing was being able to manage the centre and visitors to Port Arthur during this construction and closing of certain areas. Can I be given an explanation as to how you managed? You have accomplished a great thing. Premier, can I be given some understanding as how you were able to manage.

Mr HODGMAN - Certainly, I am sure Stephen might be best placed to answer you.

Prof. SULLIVAN - And Jane and Anne.

Mr LARGE - Perhaps I can start and Jane and Anne, who are both heavily involved in the project working group, can speak also. Obviously, a lot of planning went into it because we knew the old visitor centre would be a building site for approximately nine months. We set up containers for our ticketing areas, we moved some of the food and gift shop to other houses on the site. As the Premier said, it was amazing how understanding the visitors were; they were able to see what we were doing and obviously it will encourage them to come back once the building was completed.

We also had record numbers of daytime visitation that particular year. People were not put off coming to the site because of the building works. We were really pleased the tender was awarded to a Tasmanian company, Voss Constructions, and they were very good to work with.

It is only another two weeks before the defect period is over and the building is all ours, which presents some challenges for our works team in how we manage the centre on an ongoing basis. If anything goes wrong now, we can go to Voss, but from 18 December, it becomes ours.

I pay tribute to our staff who worked under some difficult conditions at times. As you can see in our financial report, some of our food and beverage and gift shop sales took a bit of a hammering, not having the capacity to display. People were missing the gift shop as part of the visit as it was over the other side of the site and the food area took a bit of a battering too.

Some of the other restaurants on the peninsula did well and made it clear to their visitors that there was no restaurant at Port Arthur, 'so you better stay with us'. That is fair enough, that is the market and business.

Perhaps Jane or Anne might like to add more on the technical side of things,.

Ms McVILLY - Further to the food offering, it was really good for the region. We lost our visitor centre for over six months so we hired the commercial kitchen at the local golf club and paid them for the use of that. Then we had to move our food from the golf club to the visitor centre. We hired the Lions Club food van and served coffee and food out of that. We had staff welcoming people in the car park all through winter in three places outside in all weathers to welcome people and assure them their visitor experience would not be compromised. We provided a car park shuttle to take people back to their cars at the end of the day.

While we had a continuity plan, sometimes things arose we did not plan for but we quickly found solutions. The staff did not grumble about that whole winter period, not once. It was wonderful to give them ongoing employment. It was very hard to get the keys to the building a couple of days before Christmas when our busy season starts. We did not have a lot of time to

learn how to use the new building. We have been learning on the run. Again, it is a credit to the staff.

Prof. SULLIVAN - One of the reasons the attitude of the staff was so positive was that the whole of the new visitor centre was planned with a major aim of making it good for them to work in. They were consulted. It was not just good for them to work in, but how they can best serve the visitors. It was a consultation process that gave us what we wanted for the visitor centre. That meant everybody understood why we were doing it and that it would be a major benefit to them as to everyone else.

Mr DEAN - I have one concern about the centre, which is that the museum is nowhere as interactive as I thought it would be for premises such as a modern museum. Having visited the Sir John Monash Centre at Villers Bretonneux, I now realise what we are doing with modern buildings and how we are interacting with people and visitors coming in. You do not have that down there. There was an explanation given, but I would like to hear the explanation for that not being the case. I think it is the technology in the area and so on.

Visitors are coming from around the world, China in particular, to see how we are interpreting that centre to them yet we do not have an interactive display. At the Sir John Monash Centre, you simply pick up the device you need in the language you want. You switch it on and it tells you all about it as you move around the areas. Why isn't it as interactive as it probably could be in this modern day?

Dr HARRINGTON - That is a very good question. People like me are very old fashioned. I have read reviews of the Sir John Monash Centre and had various access to the consultants who were involved with putting it together. We deliberately aim to be more low key than some of those other places. To be blunt, a lot of it is cost. Technology is expensive. Those members who were in the separate prison, the first thing Stephen and I said when we went there was, 'Where's our audio-visual?' We had had a power outage the day before and everything needed to be reset. Every time the power goes down, you can guarantee - we have this thing called the Port Arthur factor - that if it is electronic, something will go wrong with it.

We have done a lot of research with Jody's work. Some of you met Dr Steele there. We are ensuring we provide a range of communication types that meet broad demographics, which include, in this case, children. We have tried to simplify it as much as possible. What you have seen is a work in progress, with some of the overlays that will happen later.

You may have noticed we do not have a sign out the front yet. That has been one of our hardest things, trying to work out where we are going to put it so everybody can see it. It is not a finished product. We take feedback from visitors as they come. That will definitely affect how we move forward over the next 12 months with extra layering of interpretation in that area. One of the things we have developed across the site is a greater capacity to deal with Chinese visitors. We are looking at that in other ways.

Mr DEAN - How are you interpreting to all of those people coming in from other parts of the world? The issue has been raised with me of people going there and their concerns about understanding when they are not able really to pick up and understand clearly and fully what is going on.

Dr HARRINGTON - We have Chinese-speaking guides.

Mr DEAN - Not just Chinese, but -

Ms McVILLY - Our visitor guide is printed in seven different languages so, again, it is print material. We have a product development committee and we are looking at the use of audio or technology from the visitor centre to the site experience as well.

We take that on board as a really important thing.

Mr HODGMAN - I appreciate your input and constructive criticism.

Mr DEAN - It is constructive; it is not meant in any other way.

Mr HODGMAN - To cast a critical eye over what we are doing is very important and the authority gets feedback from customers. I will also raise this with the Commonwealth Government to perhaps benchmark - I have not been to the Monash Centre myself, but you benchmarked that as model case to alert them to what might be possible at Port Arthur.

Mr DEAN - In my view, it is possible. The technology down there is not that easy.

Ms SIEJKA - I am interested in the carrying capacity review you are undertaking and I am keen to know the scope of the review. With the increase in cruise ships, is it looking primarily at the cruise ships' social, economic and environmental impacts or on the site as a whole? What does the scope of it really drill down into? Will it be shared publicly? Obviously, there is much people can learn from it because it is a good thing to do. I heard you mention the values you have identified and want to test against, but looking at the social, economic and environmental factors that are across the board, and also to do with the cruise ships and the impact they can have, I understand they do bring value to the site, but there is also balance in that cost and how that review will look at those things.

Mr HODGMAN - There are two separate pieces of work: there was the one that the Government has done with respect to our cruise ship strategy and analysis, and assessments done on current visitation and projected visits; the capacity for all ports, including regional ports, to take visitation -

Ms SIEJKA - Does that look at bunker fuel and whether that is released in some areas or not? When you look at the visitation numbers and cruise ships, do you look at those sorts of things as well?

Mr HODGMAN - Certainly with respect to the capacity, the infrastructure to accommodate ships and to what size and scale, and their suitability to each port in that regard but also environmentally and socially. It was really designed to get an assessment of what is an appropriate visitation for our ports. Port Arthur was considered as one of our regional ports in that process. The determination of the Access 2020 group was that it is quite capable of handling vessels to the extent that it does now, and it does provide significant benefit not only to the site but also to the broader economy, as many visitors will take the opportunity to see a little more of the Tasman Peninsula. That is one element of what the Government has been doing.

The carrying capacity study, which is still underway and will be concluded within the next -

Dr HARRINGTON - We will be workshopping the draft in February with a view that we have a final document hopefully a few months after that, before the end of the financial year.

Mr HODGMAN - It goes a little broader and, Jane, you might expand on that.

Dr HARRINGTON - It has been a very exciting, timely project for us. It is not about doing something reactive to a disaster zone, it is about doing something constructive and proactive to understanding we have a huge capacity and it is not even a challenge at this moment. It is about being able to ensure in the future we have sustainable visitation and that we continue to provide best practice, visitor experiences and best practice heritage management. At the moment we are covering the geographical entirety of the Port Arthur Historic Site, which is some 200 hectares. Most people see only about 35 hectares of land and it covers all the areas you have looked at. We are looking at it as a sustainable tourism study, of which carrying capacity is one element. We are very conscious of the impact tourism has on the community, so we see there needs to be community involvement on this. As managers, we obviously have responsibility for the land, as well as the heritage values. We have responsibility for the environmental values within our areas. So we are looking at all of those issues.

We are ranging from 'How do we make sure this minimises impact on heritage values' to things as simple as 'Let's not put too many people in a room where there is original wallpaper fabric to reduce a gentle rubbing against it too often'. You can manage this very easily.

Ms SIEJKA - I know, I took my nephew there last year.

Dr HARRINGTON - I hope you did not let him rub against the wallpaper.

Ms SIEJKA - No, I did not. I had to take him outside for quite a long time. He was in a mood.

Mr LARGE - It is really important to differentiate us from, say, Hobart or Burnie in relation to cruise ships arriving.

Ms SIEJKA - I have seen where they are and have been there just after the visitor centre opened.

Mr LARGE - They come in on tenders. For us it is like handling a coach.

Ms SIEJKA - Yes, but it is still the impact in the environment per se and it needs to be considered. One of the things in our briefings was the wider area surrounding the site that still includes historical sites. Would those groups be consulted as part of this? They have concerns about the capacity to maintain the tourists. A by-product of the increasing numbers is they are also visiting them on a greater basis and they were struggling to keep up.

Mr HODGMAN - You add in Three Capes and everything else.

Ms SIEJKA - That is right. We are talking about the Dog Line, the hall and such things.

Prof. SULLIVAN - Generally, the actual report commissioned on the cruise ships is very helpful to us, especially in the time limit of this. One of the things it says is that at Port Arthur there could be more benefit to various other local businesses and tourist attractions. Port Arthur is

always very sympathetic to assisting people with heritage properties they want to open to the public. While there is certainly concern to make sure other sites within the area are looked after, from our point of view this also probably fits in with our strategy, because we do not want 4000 people coming to the site at once. We would much rather we had more sustained travel from Port Arthur to parts of the region. This will mean we will be able to disperse - and this is exactly the issue we learned when I was working at Mogao in Western China - the visitors to different areas, not only having them coming to one place and then going to another place. These sorts of things will be part of our strategy.

Jane is perfectly correct about the carrying capacity and a better title for it would be a 'long-term sustainable tourism strategy'. As Jane says, we hope to have the brief finalised by the middle of next year. That will identify ongoing research we need to do. We need to go on asking the visitors what is affecting their enjoyment, how overcrowding might be affecting them, and how they would like to see the site and so on. We need to do some more research, as I have said, about different ways of moving people about the site, and so on. This will be an ongoing project. Yes, we are hopeful we can work with other Tasmanian agencies to learn from them and to get some general stuff.

CHAIR - Are organisations like the Eaglehawk Neck Community and Hall Association, and the Parks and Wildlife Services for that matter, involved in the carrying capacity report?

Dr HARRINGTON - Yes. The extent at the moment is less than it will be. First of all, as mentioned, we have a community advisory committee. The role of that committee is for people to bring their concerns or interests. I understand that someone from that group has expressed an interest in being on our community advisory committee.

Ms SIEJKA - They generally admire the work you do. They would prefer, I think, to be under the management of Heritage as opposed to Parks and Wildlife simply because of the heritage management aspects.

Prof. SULLIVAN - In terms of the position of Eaglehawk Neck etc., I think there is no argument that it is not a logical thing to do.

Ms SIEJKA - They could see the benefits in working with you, yes.

Prof. SULLIVAN - The board has made the Government aware that we are not saying, 'Quickly, quickly give us Eaglehawk Neck', but we are saying we will take that on in the right circumstances. There is a lot of community support for that.

CHAIR - Already there is a tourism development strategy from 2004 to 2006, and then there is a Parks and Wildlife strategic plan from 2007, but nothing has been actioned. It is time to get them all together and work on it.

Mr HODGMAN - It is certainly something that captures broader regional development planning. That involves other community stakeholders. There are additional investments budgeted for road upgrades on the peninsula and for facility upgrades at the Blowhole.

CHAIR - Signage, we hope. Signage is very low key.

Mr HODGMAN - There is a lot more we can do, but there has been an increase in our investment into infrastructure in the region to accommodate not only visitors to Port Arthur, but also the Three Capes and our parks.

CHAIR - Speaking of Port Arthur, I invite the member for Prosser, Ms Howlett, to ask a question. Thank you.

Ms HOWLETT - Could you please outline the Government policy to promote and support the tourism industry?

Mr HODGMAN - It is the site of a major drawcard for our 368 000 visitors to the site, a number of whom will also visit other attractions on the peninsula, hence the additional investments we are making more broadly, which are beyond the scope of this inquiry and the authority. They are designed to capture the best targeted investment by government to achieve not only greater visitor numbers, but also our regional dispersal strategies and yield.

Without wanting to stray into another area entirely, the Three Capes success has proven to be one where we can achieve both outcomes. This is fantastic for a region which historically has higher levels of unemployment. It is a very important investment in our visitor economy and very much leverages off the pulling power of Port Arthur, which continues to enhance the visitor experience. No doubt that will continue to be a great source of focus for the authority.

Other key things that the authority is doing may be of interest to the committee. I always speak of the value to our visitor economy, noting the heritage values of this extraordinary site. It is not the core business per se, but it is certainly a central part of conserving and preserving a world heritage site that also consumes a lot of effort.

This year the authority, through its management committee, adopted a new marketing strategy. Brochures, websites, advertising campaigns were revised to align with the new experience of what is a far-improved visitor centre. There has been a significant increase, 9.6 per cent, in visitors on the previous year. That 368 000 has grown, notwithstanding the disruption that came with the extensive work.

It is important also to mention that the Female Factory Historic Site has also experienced a record number of visitors, with 38 576 people visiting the site over the same reporting period, an increase of 14.9 per cent on the previous year. They come from all over the globe, but the number of Chinese visitors to Port Arthur has increased by 60 per cent on the previous year.

I commend the authority for its state and national accolades, which do not come easily. They are the product of the extraordinary quality of the experience that is provided and the hard work of the staff. It is a credit to them, but the significant thing is that it continues to keep this site as one of our nation's iconic tourism destinations. That has much broader flow-on benefits beyond the Tasman Peninsula and into our state's visitor economy; it has been a key driver.

Ms ARMITAGE - Premier, you mentioned the Chinese visitors, which is quite interesting. What do you put that increase in Chinese visitors down to?

Mr LARGE - I think we were one of the first sites in Australia to become China-ready. We recognised that this was a growth market so we employ Chinese-speaking staff. We do Mandarin tours each day. A lot of our signage is in Chinese, our brochures, things like that. Jen Fitzpatrick

does a lot of the work in the social media framework and getting the message across. It is really interesting watching the Chinese, particularly having dinner, taking photos of what they are eating and bang, it is all the world. It is just extraordinary how savvy they are. We were fortunate enough to participate in the state Government's wi-fi program. We are one of the biggest capturers of people that use wi-fi at the Port Arthur visitor centre. That was targeted a lot at the Chinese market. Just watching the Chinese, you can see they really enjoy it and we have been able to get a lot of information from our Mandarin-speaking staff about what they like. We think it is really crowded. On a big January day, they do not see it that way. They really enjoy the gardens, they enjoy the harbour cruise - not so much the Isle of the Dead. That is a bit different. They do enjoy the experience.

Ms SIEJKA - The ghost tours, I presume, would get a similar reaction from that particular background.

Mr LARGE - They have been a bit slower to take up ghost tours but are starting to now, which is good.

Prof. SULLIVAN - I know this is a bit to the side, but I think Port Arthur has been very adventurous in working with sites like the World Heritage site of Mogao in western China, with which we have a long association, 25 years. We have therefore had the benefit of professional visitors from there. When we began this program, certainly they had a lot to learn from us, but now I would say we have a great deal to learn from them as well. It helps us to have professional people from that site who have a real understanding of what Chinese needs are and what they want. Also, it is a sophisticated understanding of heritage generally to give us a range of advice. I think one of the reasons we got into this early was that we were relatively comfortable in a cross-cultural way with thinking about China.

Ms ARMITAGE - How are you continuing to market to the whole Asian area?

Ms McVILLY - Jennifer puts in a lot of time and effort with the state tourism authority, Tourism Tasmania, and joins their campaigns. She goes on their missions and works with them.

Mr HODGMAN - Yes, the authority was represented by Jennifer Fitzpatrick on our recent trade mission to China and is a central part of the pitch that we put into Chinese markets through our trade shows. The work Prof. Sullivan refers to is not to be underestimated either in the value of the exchanges and there is another one with the Dunhuang Research Academy. When I visited Xi'an, home of the terracotta warriors, another UNESCO World Heritage listed site, they have a lot of interest in what we do in Tasmania to preserve our natural, built and world heritage assets. There is a high level of awareness of the site among Chinese consumers and I am sure Jen would confirm that.

CHAIR - There is a nod from the back of the room.

Ms ARMITAGE - They talk to others and they spread the word.

Mr HODGMAN - Yes.

Ms ARMITAGE - With ghost tour visitors, in 2017-18 the site welcomed 368 862 day visitors, a 9.6 per cent increase. Yet the ghost tour visitor was down 11 per cent on the previous

year. What do you believe was the reason the ghost tour participation was down on the previous year?

Ms McVILLY - There is probably a combination of things. There are a lot more ghost tours around nowadays. We were the original ghost tour in Tasmania. There are others people can do. Perhaps our growth has been from cruise ships and Chinese visitors, and both of them cannot do ghost tours. It will never mirror that growth. Through our product development, we are looking at the night-time experiences to see if we need to revamp them and make them more contemporary, maybe use some technology somewhere. We have our eye on the drop in the figures.

Interestingly, going back to the visitor economy question earlier, our recent visitor survey showed 31 per cent of our visitors stayed a night in the Tasman Peninsula. That is great for our region. The ghost tour market is one we should tap into.

Mr ARMSTRONG - I have three questions on different areas. I was interested in the revamp of the visitor centre. Was any advice given to tourists that the site was under renovation?

Prof. SULLIVAN - Yes. We had the same problem with the penitentiary, an iconic building, with scaffold over it for nine months. For this we did a specific communication and marketing strategy. In the same way, we did a communication and marketing strategy, so people would know what the site was undergoing, would know the reasons and where they could get food and so on.

In general, yes, it is a crucial part of our strategy to always have a communication strategy. I do not know whether Anne or Jane would like to say anything more.

Ms McVILLY - Jennifer Fitzpatrick, our marketing manager, led the plan. This involved talking to agents, online, social media, websites and to our local community, which is one of our biggest advocates and everyone knew what was happening. It was good to see our numbers did not change in the period. We put this down to a successful communication plan.

Mr ARMSTRONG - That is where I was coming from. There were 26 ships docked for the year, how many did not dock because of bad weather and how do you manage when you have staff booked in?

CHAIR - Like Monday.

Mr ARMSTRONG - Yes and it was enjoyable down there on Monday. The weather was not great, but it was good to have a look.

Mr LARGE - We generally lose a couple of ships each year due to weather. Unfortunately, this year we have lost two out of three. Hopefully the rest will come. Like Monday - all the staff were at work and the captain did not pull the pin until just after 9 o'clock, so we were obligated to find them work for three hours and pay them. There were many staff so a lot of odd jobs were done on Monday, in ensuring we did get some work done.

CHAIR - No window cleaning?

Mr LARGE - No, it was too wet outside. Hopefully, if we find out the day before we can restructure rosters and let people know. With a late call, and it was probably the right one, as it turned out. I did not think it was at 9 o'clock, but as it turned out and we experienced, it would not have been much fun for a cruise ship passenger.

Mr ARMSTRONG - You touched on advisory committees from the area. Can you tell me who they are and how they are appointed? It was one of the questions I was going to ask down there on Monday but I never got the chance.

Dr HARRINGTON - We have terms of reference that are available. For example, down on the Tasman Peninsula we look for people such as , for instance, the principal of the school, someone from the local council, a representative from the Tasman Peninsula Historical Society, someone who represents fishing interests, someone who represents tourism interests, and we have people who represent the interests of the community more broadly.

The positions are not held. For example, we do not have a position which says, 'This will be filled by someone from the school'.

Mr ARMSTRONG - They are loose committees.

Dr HARRINGTON - There is a nomination process. The terms are every two years. Interestingly enough, on the basis of discussion with the subcommittee, I have made a recommendation to the board today for reappointment of certain members and for the appointment of new members. It is a board appointment. The decision is made by the board, the committee selects its own chair and the chair reports as an advisory committee to the board. Exactly the same thing happens at the Female Factory although, interestingly, there is quite a different demographic at the Female Factory because I think being in an urban area the interests do not come so much from the local community as from people who have specific interests in the Female Factory, so we have broader interests.

Again, we have someone from the school but also from the Female Convict Research Group and from the Convict Women's Press - so there are more people who are interested in the history of the site and how people engage with the history. Whereas with Port Arthur, as you can imagine, it is a far more passionate engagement of the community with how the site is part of their lived lives.

We set the community advisory committees up in 2010, and I think it has been one of the best mechanisms we have ever had for working with the community.

Mr ARMSTRONG - Are there terms of reference for the committee?

Dr HARRINGTON - Yes.

Mr ARMSTRONG - And there is a term for each member - a two-year term or four-year term?

Dr HARRINGTON - A two-year term. They can be reappointed for another two-year term and then, generally, we change them over - that sounds terrible. It is a rotating committee.

Mr ARMSTRONG - How many are on those committees?

Dr HARRINGTON - Twelve.

Mr ARMSTRONG - Are there two committees?

Dr HARRINGTON - There are two separate committees. I haven't mentioned that the board has convened a conservation advisory committee, which is more a professional committee of people - experts from across Australia on that particular one - for example, with our history and interpretation centre, they will give the board external advice on how to move forward with our conservation issues.

Mr ARMSTRONG - Do the committees meet monthly? Is there a set agenda?

Dr HARRINGTON - The community advisory committees meet every two months, and the Conservation Advisory Committee meets at least twice a year or as needed.

Mr ARMSTRONG - Is there a committee for the Coal Mines, did I hear you say?

Dr HARRINGTON - The committee on the peninsula covers the Coal Mines as well.

Mr HODGMAN - It is worth noting as well that the authority's board itself has a community member on it. It is an important interface for the local community at the higher level of executive management.

CHAIR - Thank you. I am always mindful of time through these processes. Sharp questions and sharp answers would be appreciated.

Ms SIEJKA - You have quite a significant amount of expertise within your team and also within the community for managing historic sites, so I am curious whether you are consulted or notified when 'new' historic or convict sites are identified, such as the Kings Meadows site, and whether there is an opportunity for you to share your experience and knowledge and what the processes are for that. You have much to offer in that regard.

Dr HARRINGTON - We do. We are often asked to assist where we can and if we can, we do. We work very closely, for example, with our companion sites on the World Heritage listing and, of course, the sites on the peninsula. Two of our staff are meeting this morning with one of the owners of one of the probation stations.

We were made aware of the Kings Meadows discovery. I am an archaeologist so I am always very excited about those sorts of things. We are a strange group of people; Sharon is an archaeologist as well, so she understands.

We have been in communication with Heritage Tasmania, saying how excited we are about this find. We look forward to finding out more about it. We will assist if we can and if anyone asks us to.

Ms SIEJKA - Are there many archaeologists on the team?

Dr HARRINGTON - Some people suggest too many; for some reason we breed them.

Ms SIEJKA - I imagine it is the perfect environment for that to occur.

Dr HARRINGTON - Many of us do not work as archaeologists, as such.

Ms SIEJKA - But you use the background skills?

Dr HARRINGTON - Yes, we do. On staff we probably have five professional archaeologists, of whom only two would work their jobs; their job titles include archaeologist in it, but archaeology is a really interesting core skill set in broader heritage management.

Ms SIEJKA - But you have the capacity to share those -

Prof. SULLIVAN - We do.

Dr HARRINGTON - And we do, and we do get asked.

CHAIR - Less digging and more paperwork.

Mr FARRELL - A balance between tourism and heritage has already been discussed. There was a fair bit of concern from people around that area when the flight paths changed. I wonder if that has had an impact on Port Arthur as a site and whether the increase in tourism will create a bigger problem. Are there are plans for that? I know you cannot stop the planes, but it does change the feel of the area, from my experience.

Mr HODGMAN - I might just provide an overview, then Dr Harrington might expand further on the impact at the site. It is an issue more broadly for the east coast now. It is a matter we are pursuing with the federal authority, which has responsibility for managing aviation safety and flight routes. We are increasingly receiving feedback from operators over the length and breadth of the coast about this impact. It is something we need to monitor very carefully and ensure there is not a negative impact on the visitor experience to what is a remarkable place to go.

Dr HARRINGTON - I am happy to respond to that. I have been involved in the consultation with Air Services Australia. They are very concerned about it, but it has no impact whatsoever on the Port Arthur historic site. The main overfly, from time to time, is the Coal Mines Historic Site. Because it is quieter and more remote, it probably created more of an impact; however, that has been brought to the attention of Air Services Australia as part of the consultation.

They have moved that flight path so it now flies north of the coal mines area. They are very conscious that it is a World Heritage-listed site. From a statutory point of view there is the potential for impacts under the Environment Protection and Biodiversity Conservation Act. I think they have acted very responsibly. There are always flow-on effects if you move something. Something being moved remains a concern for us because of where community concerns might lie but from our perspective, we feel it has been dealt with very responsibly.

Mr DEAN - Earlier we discussed Eaglehawk Neck. I put a couple of my questions together. We did a report on heritage tourism about six years ago. A very strong recommendation came from that report that PAHSMA must take control of the Officers' Quarters premises at Eaglehawk Neck. It is not an area for Parks and Wildlife, and that there ought to be a change. I understood the Government was interested in that. I understand that PAHSMA, if there is reasonable funding

provided with it, would happily take on the site. They ought to take it, as it is a part of Port Arthur and the history of the Tasman Peninsula. Have we advanced that? Are we moving forward on it, or has it been forgotten? You can drive in through Eaglehawk neck to Port Arthur, go across the neck and not realise any of the history or anything in the area. There ought to be something - and it has been mentioned many times - either an archway, an entrance, an identifier that you are now entering a convict territory or whatever. There ought to be something there to promote the area.

CHAIR - The question is: do you agree?

Mr DEAN - No, not 'do you agree?'. I do not know whether you agree or not, but are we going to do something about it? Are we going to further this?

Mr HODGMAN - With respect to the first matter, it remains a topic of interest and a subject we will continue to work on with the authority. It does have budgetary implications to be considered, but that is not to dismiss the issue.

Mr DEAN - Obviously, Parks has a budget for that area, so there is a part of the funding.

Mr HODGMAN - That will be considered in future budgets and we note the report's recommendations and the arguments for this occurring.

Mr DEAN - That was six years ago. They were talking about it five or six years ago, so how many more years before we really do something about it? It needs work on it. We are told from briefings that the work in the area it is attracting visitors, so something needs to be done.

Mr HODGMAN - Yes, and I mentioned other infrastructure upgrades and investments we are making in the area. There is much demand on the infrastructure facilities, services and roads that have all received additional budget allocations this year and work is starting on each of those. It is a case of balancing competing demands, but is certainly a valid point. In relation to the second point -

Mr DEAN - One was the entrance into Eaglehawk Neck, the cost of the neck and so on. There is no real promotion or information centre; that has been talked about. PHASMA is the authority and would do a good job, and that is why we are pushing this. Is there any move to establish an information centre prior to entering Eaglehawk Neck or at the top of the hill?

Mr HODGMAN - Yes, we will certainly work with the regional tourism authority and the Port Arthur Tourism Association to find the best model, the safest and ideal spot to welcome our visitors.

Ms ARMITAGE - My questions are on accommodation, both for visitors and staff. I note you commented today about Federal Hotels and you have a meeting with them. Back in 2016, the last time you were here, it was fairly definite it was going to happen and development would be finished by the end of 2019. Port Arthur Villas were also mentioned. Have the cabins they were proposing been built? Mr Large said at that time that there was another development across the road from the site. Port Arthur Villas recently changed hands with a new purchaser intending to put up some cabins. Did that happen? Has accommodation increased there?

Mr LARGE - It has not happened yet, but the development application has been approved by the Tasman Council. It is going to happen, not initially on quite the large scale it was going to. There are obviously some water and sewerage issues to be sorted out before it can be expanded too much, but they are about to start, now the development has been approved by the council, with four cabins initially.

Ms ARMITAGE - Four cabins?

Mr LARGE - Going to, yes, as part of the development application. There are plans for substantially more accommodation, once the issue of sewerage and water is sorted out.

Ms ARMITAGE - How short would you be, particularly if Federal Hotels does not go ahead? It has been a long time and has been sitting there since 2004 when they bought the land, so it is looking fairly unlikely. How will you fare? What plans do you have if Federal Hotels does not ahead? Are you looking to go to other developers?

Mr LARGE - The plans are driven by Federal Hotels, because it owns the lease. We are frustrated.

Ms ARMITAGE - How short are you on accommodation with visitor numbers up and with people staying the night when they go on the Three Capes Track and other areas. How will that affect you?

Mr LARGE - Clearly, what the region needs is, if we don't get that -

Ms ARMITAGE - Do you have a plan if you don't get that?

Mr LARGE - Yes, we have already done some work - if the Federal development goes ahead, we lose that motel, which is half our coach market. There are only two hotels on the Tasman Peninsula that can cater for the coach market. Port Arthur Villas might take up some of that market, but we really need another 50- to 60-room development somewhere close to Port Arthur.

We, with the Tasman Council, did some work on this two or three years ago, looking at an accommodation opportunity analysis for sites that might be available for that sort of development, and that is a living document. I know some companies have looked at that. As the Premier said in his opening remarks, really, the industries and possible investors are waiting for a decision by Federal Hotels on that particular development. That has an impact either way on what happens in the future.

Ms ARMITAGE - Does it also have an impact - I note from the previous comments of two years ago that they were planning a hotel along the lines of Saffire.

Mr LARGE - That's correct.

Ms ARMITAGE - Is that of benefit to you, or do you really need something that would cater to a more general market?

Mr LARGE - If we had something like Saffire, it brings that -

Ms ARMITAGE - But it's limited, that's all, I'm just thinking it is.

Mr LARGE - Yes, that high-level, high-spend visitor to the peninsula. We do not have that there now.

Ms ARMITAGE - But you are losing a low spend in the motor inn. So you need another as well.

Mr LARGE - That's why we need another 50 to 60 rooms down there. Not on the site, but in proximity to Port Arthur.

Prof. SULLIVAN - The board has been very concerned to do this work with Tasman Council to provide information and opportunity for people. As our CEO says, I think one of the issues for commercial development is that they are waiting to see what happens with the Federal Hotels development.

Ms ARMITAGE - Have they a time line for making a decision?

Prof. SULLIVAN - We hope to talk about that with them today.

Mr HODGMAN - The authority is meeting with Federal Hotels today?

Ms ARMITAGE - Yes, I knew that. I just wondered whether a time line had been put to them that you really needed to know.

My last question on the accommodation was about staff. Do you find it difficult recruiting staff because of the location, and is there a lack of accommodation for staff in the area? I know at Freycinet and Coles Bay, they have trouble recruiting.

Mr LARGE - There are various accommodation outlets on the site, but, yes, it is a challenge, even more so with the growth in Airbnb.

Ms ARMITAGE - I was going to ask you whether short-stay accommodation had made a difference.

Mr LARGE - Yes, that has definitely made a difference. I don't think we have lost staff because of that, but -

Ms ARMITAGE - Is it hard to recruit because of that, because they have to find somewhere to stay?

Mr LARGE - It is a challenge, yes.

Ms ARMITAGE - You don't provide accommodation, obviously?

Mr LARGE - We do.

Ms ARMITAGE - You do? You have some?

Mr LARGE - Yes, but that is often full in the busy period when you need it. January and February is when people are using their shacks.

Ms ARMITAGE - So long-term accommodation is difficult for staff?

Mr LARGE - Yes, yes.

Ms ARMITAGE - Still on staff: how many Mandarin-speaking staff do you have now? I think you had eight when last we asked. I just wonder if that has increased.

Ms McVILLY - We have lost a couple and gained a couple, so it's about the same, eight or nine.

Ms ARMITAGE - Still the same?

Mr LARGE - Yes.

CHAIR - While we are on staff, I would be interested in the staff on the books. Back in 2016 there were 200, which worked out to approximately 156 FTEs. Numbers would be good. Also, are there any salary or reward issues with the staff? Is there a claim going on?

Mr LARGE - Well, all our staff are state servants, employed under the State Service Act.

CHAIR - Okay, so there is an ongoing claim?

Mr LARGE - We are part of the public sector. We have our own award, so we are negotiating with the CPSU on issues unique to PAHSMA rather than the actual salary. A couple of other issues are handled by the State Service Management Office.

Mr HODGMAN - As at 30 June, the authority employed 173 people, or 115.62 full-time equivalents, which increases to around 162 FTEs in the peak summer period.

Mr LARGE - We put on a lot of people for the summer season.

CHAIR - Is that a three-month appointment? Longer?

Mr LARGE - No, longer than that.

Ms McVILLY - I think the catchment area has grown. People are happy to travel from Sorell, Dodges Ferry and Lewisham rather than travel into the city. We are an attractive employment offer now because we are the same distance from the city.

CHAIR - There is some inactivity on a couple of workers compensation claims. Are they something that the team is -

Mr LARGE - They are always a challenge. I think we have seven or eight outstanding workers compensation claims at the minute, which keeps our human resources manager active. We manage those as responsibly as we can and are endeavouring to get all those staff back to work as soon as we can.

Mr ARMSTRONG - We heard on Monday that when cruise ships come in, many other tourist operators in the area go out into other areas. Could you give me a rough percentage of how many of those people go to the other areas? It is a huge income, I suppose, for those other tourist operators in the area?

Mr LARGE - It might be better if Anne, who looks after cruise ships and also sits on the national board of the Australian Cruise Association, responded. It obviously was an issue that came out of the cruise ship report the Premier alluded to earlier. There was a real opportunity in our particular region to disperse visitors from the site as part of their cruise ship experience coming to Port Arthur.

Mr HODGMAN - Broadly the impact of cruise ship visitation to Port Arthur is quite significant, not only as evidenced by our review but also anecdotally. If you visit any local business they will tell you how busy it can be for them at peak periods.

While we need to be very conscious of not oversaturating the market and ensuring there is a good experience and while there are pressure points in other ports, our review found that Port Arthur has capacity to manage current and increasing visitation.

Ms McVILLY - Last year 11.9 per cent of the passengers who came to Port Arthur went out into the region. I think they did organised tours with the ship. There is no other way you could get to the lavender farm or the Tessellated Pavement. We work with local operators to put a bus together that might, for example, go to the Tessellated Pavement, go on to a wine-tasting with Fred Peacock from Bream Creek Vineyard and then stop at the lavender farm for afternoon tea and then back.

We are working with McHenry's Distillery, Hellfire Bluff Distillery, Bream Creek Vineyard, the Coal Mines Historic Site, the Port Arthur Lavender farm, the Tasmanian Devil Unzoo, and the Federation Artisan Chocolate Factory as well as taking in the geological features, to put together some great tours for people. The figure of 11.9 per cent is one we could definitely grow in the future. and we are working proactively with our local operators to find some tours.

A report has just been released, which I have not yet shared with the Premier. It is the Australian Cruise Association's Economic Impact Study, an Australia-wide document, which has indicated in the last financial year the economic impact to the Tasman region of cruise ships was \$5.41 million.

Ms SIEJKA - Being such a major employer on the Tasman Peninsula, there would be a responsibility to have a buy local policy in place, or to make that a priority. I want to know a little about that policy and what percentage of things like food and beverage, gifts and even marketing materials and brochures is local. There is so much opportunity to try to improve all of these aspects for the region. People want to see local things. Is there a percentage for local products that you aim for?

Ms McVILLY - We support the Government's Buy Local Policy. I am proud to say our gift shop has at least 25 per cent local product, whether it be local wines, local chocolates or local crafts.

Ms SIEJKA - Can you define local? Is it local region or Tasmanian?

Ms McVILLY - Tasman Peninsula, from Sorell down. Then we go to Tasmania and Australia, where we can. We try not to go internationally. We have amazing produce in our region. From memory, our 1830 Restaurant and Bar's menu is about 80 per cent local and the wine and beverage list is 90 per cent from our region, which is great.

Ms SIEJKA - With the marketing material, do you go so far as printing of products, the brochures and the guide books and those things?

Ms McVILLY - All printed in Tasmania.

Mr LARGE - They are printed in Tasmania, not on the Tasman Peninsula.

Ms SIEJKA - With a small region like this, is there much scope to impact the local economy in that way?

Ms McVILLY - We have a partnership with a local production company to do historically accurate performances over the summer. We are very lucky.

Mr FARRELL - I notice with your remuneration, short-term incentive payments do not apply to your organisation. I have more broader questions about this later and wonder why that is the case. No-one seems to have any short-term incentive payments.

Mr LARGE - I will need to take that on notice. I had not picked it up. It has been nil forever, so there must be a good reason.

Mr FARRELL - Yes, short-term incentive payments do not apply to Port Arthur Historic Site Management Authority.

Mr LARGE - There must be a definition of it and I will come back to you on that.

Mr FARRELL - Thank you.

CHAIR - Depreciation appears to have increased considerably. Can we have some explanation?

Mr LARGE - It is probably to do with the new visitor centre, and given its value now coming to our balance sheet obviously, there would be a higher level of depreciation, even though it is a new building. That would be the reason for that.

CHAIR - Can this be confirmed, thank you, Stephen, at a later time?

Mr LARGE - Yes.

CHAIR - The committee is happy to take that by email or whatever so we have it for our records. Much appreciated.

Mr DEAN - We were told the authority manages wastewater treatment areas. Why should that be the case? I would not have thought PAHSMA ought to be spending time on this. It ought to be a matter for TasWater. It is a TasWater area. What is the position with the management of

the wastewater, the treatment and sewage from that site and why is TasWater not involved in the process?

Mr HODGMAN - You have summarised it adequately. Up until recently it would not have a question for me, it would have been for TasWater's owners. Following the MOU we struck with TasWater, = a world of opportunities has opened up for us to work more closely and collaboratively with them, including where the Port Arthur Historic Site operates its own water and wastewater treatment infrastructure. As a result, we will now be able to have discussions more actively about a more suitable longer term arrangement.

Mr DEAN - What is the current position with the management of wastewater and sewage from the site?

Dr HARRINGTON - We run it 100 per cent ourselves. We manage and administer it, and we own and operate the technology. We have a small number of nearby local businesses or small residences attached, mainly on the waterfront. We have deemed it inappropriate to extend any further attachments. That is sewer and wastewater attachments, not personal attachments because I do not think anyone cares that much about wastewater. It is an issue we need to look at. It is not a core business for us to be running our own wastewater and water, but we operate it responsibly and liaise with the EPA responsibly.

Mr DEAN - That is the reason I raised it. It would not be a core responsibility for PAHSMA. Are there any negotiation currently taking place with TasWater?

Mr HODGMAN - There will be and there is a torturous history attached. An opportunity was missed some time ago, but a new one now presents itself with the MOU we recently struck with TasWater, so we can more constructively work with them, on this and other matters.

Mr DEAN - With increased visitation to the site, it has to be a fairly big issue for the authority.

Prof. SULLIVAN - It certainly is one of the limiting factors which we have already determined for our carrying capacity. It is a bit obvious really. We need the opportunity with TasWater to be able to look at that in the long term.

Mr LARGE - In relation to Mr Farrell's question, I am told that column 2 relates to some GBEs that, unlike us where everybody is a state servant, have staff who are not state servants. It relates to that column. That will save me researching and sending an email.

Ms SIEJKA - I was going to ask about how the water and sewerage infrastructure is keeping up with demand, but Mr Dean addressed that.

Mr HODGMAN - Yes. An assessment has been done recently by GHD to determine how -

Dr HARRINGTON - We are keeping up with demand. The system is more about recovery time on a given day. Overall, it is fine. It is a well-working system, which is a credit to the guys we have working with us who look after it. They won't let me help - I tried.

Mr DEAN - Access for the elderly and disabled people to the site is an issue that has to be managed. What is happening on the site? We experienced some of this on Monday, which was

wonderful, and saw what was happening. Can we have an explanation of exactly what is happening in there to manage this side of the visitors?

Mr LARGE - We have a number of people-movers designed for people with mobility difficulties, but they are used by pretty well everybody because it is a large site for people to get around, certainly in the time frame they have to be there. That is one of the main issues.

One of the advantages of having a brand-new building is that access and new lifts and things like that have been taken into consideration. It is a large site and visitors need to be careful when they are going up to the old hospital or Smith O'Brien's cottage. We have signage which tells people to wear appropriate footwear and things like that. We are doing what we can and we are very conscious of workplace health and safety at the site.

Mr DEAN - With the cruise ships and people wanting to see the site from there, are your resources able to keep up with the demand for that service?

Mr LARGE - Absolutely. It was a real shame you couldn't see a cruise ship in Port Arthur on Monday and the way we structure some of infrastructure around that by moving a retail operation down there, having a food van, guided tours starting from there from where they get off the tender. It works really well.

We are still learning, but we have a fair bit of experience with the cruise ships now, and I think we handle that very well.

Ms SIEJKA - I have a question about the ticketing system that is in place and the lanyards. Having been through it a couple of times this year, I know there are site checks and then you have lanyards. I wondered about the potential for people - which I have seen in other sites as well - who slip the rules and hand lanyards to other people and that sort of thing. Are you aware of that happening and what you are doing to mitigate that risk? The reality is that it happens everywhere, but it is revenue s potentially lost by that practice.

Ms McVILLY - Because we have a two-day pass, we want people to come back, but if we don't have this, there are many ways you can get into Port Arthur rather than through the visitor centre.

Ms SIEJKA - Through the caravan park.

Ms McVILLY - We train our staff to ask quietly, if someone is not wearing a lanyard, that they go to the visitor centre. Even locals who have access to the site, we like them to report in at the visitor centre so we can record our numbers and give them a lanyard. But we do know it happens. We are looking at other sites to see what they do to identify that. A project Jane is undertaking this year is a bit of a security audit.

Mr DEAN - I am sorry, you are going to have to speak up with this silly background noise we have.

Ms McVILLY - We are doing a security audit as a project for this financial year to look at different ways we can manage visitor creep. I think Lonely Planet had a guide about of how to get into Port Arthur without paying; we asked them to remove that and believe they have done so.

All our funds go back into the conservation of the site, so it is really important we send that message out to people.

CHAIR - We very much appreciate the opportunity, Premier, to have this scrutiny of the Port Arthur historic site. It is such a valuable asset for Tasmania and for the world.

I thank members for their questions and I thank you particularly, Mr Large, and your team for their answers and, again, thank you for the hospitality on Monday. We will be back. Thank you.

The committee suspended at 10.20 a.m.